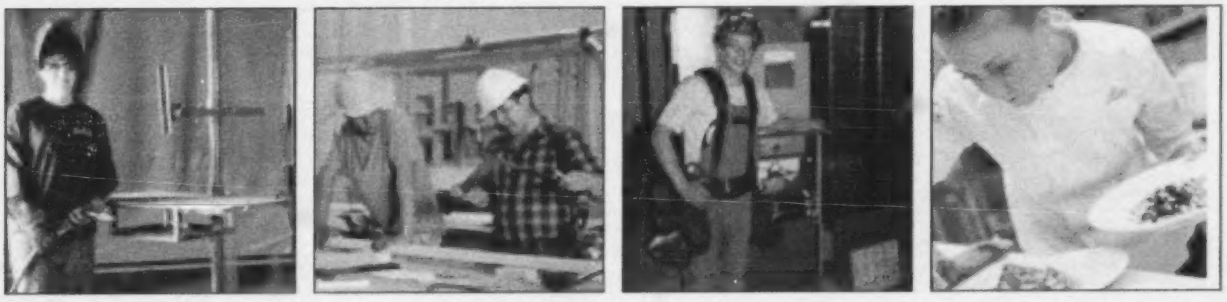
Saskatchewan Apprenticeship and Trade Certification Commission



Annual Report for 2015-16

saskapprenticeship.ca

Saskatchewan Apprenticeship and Trade Certification Commission

Government of Saskatchewan

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Letters of Transmittal

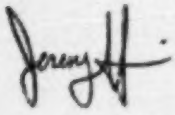
October 2016

The Honourable Vaughn Solomon Schofield
Lieutenant Governor of Saskatchewan
4607 Dewdney Avenue
REGINA SK S4T 1B7

Your Honour:

I have the privilege to present the Saskatchewan Apprenticeship and Trade Certification Commission Annual Report for the year ending June 30, 2016. The financial statements included in the report were prepared in accordance with *The Apprenticeship and Trade Certification Act, 1999*.

Respectfully submitted,



Jeremy Harrison
Minister of the Economy

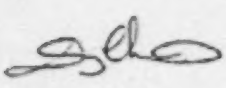
October 2016

Honourable Jeremy Harrison
Minister of the Economy
Room 346, Legislative Building
REGINA SK S4S 0B3

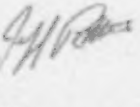
Dear Minister Harrison:

We have the honour to present the Annual Report of the Saskatchewan Apprenticeship and Trade Certification Commission for the period July 1, 2015 to June 30, 2016.

Respectfully submitted,



Doug Christie
Commission Board Chairperson



Jeff Ritter
Chief Executive Officer

A Message from the Commission Board Chairperson

On behalf of the Board of Directors, it is my pleasure to present the Saskatchewan Apprenticeship and Trade Certification Commission's 2015-16 Annual Report.

The apprenticeship system of training continues to be in high demand. We trained more apprentices in 2015-16 than we ever have before— a strong sign that the system continues to be highly valued by both employers and aspiring journeypersons.

A successful apprenticeship and trade certification system is a sign of a healthy province, and a healthy economy. I believe that our apprenticeship system is thriving. We continue to build a diverse pool of apprentices that is increasingly representative of Saskatchewan's population.

The SATCC met and exceeded many of the goals and targets set out in the 2015-16 Business Plan. It continues to move forward on the overarching goals set out in the strategic plan related to training, advocacy, funding, industry needs and efficiency.

This was a productive year for the SATCC and I want to recognize some of the groups that contributed to our success, particularly our clients, the people that the SATCC serves—employers, apprentices, tradespeople and journeypersons.

Employers: thank you for your continued support of the apprenticeship system of training. You encourage your apprentices and strive to provide them with safe, effective on-the-job training. You are employers of vision. You understand that a workplace supportive of its staff members' growth and education is a reputable workplace, one that is going to retain employees who can successfully train the next generation of workers.

Apprentices, tradespeople, journeypersons: by committing yourselves to careers in the skilled trades, you are performing tangible, meaningful work—work that benefits people across the province. You construct and maintain the buildings we live, work and play in. You build and repair the goods we purchase and the vehicles we drive. You enhance people's quality of life.

Thank you to all of the SATCC's partners—the Government of Saskatchewan, our training providers, the unions and sector councils, the trade boards. All of you have helped strengthen our province's apprenticeship training and certification system over the past year.

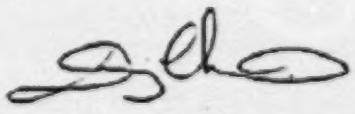
I also want to share my appreciation for my fellow SATCC board members. The Board is comprised of a diverse group of individuals dedicated to the continued success of apprenticeship in Saskatchewan. Many board members are journeypersons themselves. Working together, we provide the SATCC's leadership team with feedback and direction.

I especially want to recognize past Board Chair Garry Kot for his many years of service to the Commission Board. Garry served as Chair for six years and served on the Board for more than 10 years— thank you, Garry, for your commitment to the skilled trades in Saskatchewan.

Brett Waytuck, too, departed from the Board of Directors in 2015-16 while Al Loke joined us. Thank you both for your service.

Finally, thank you to the SATCC CEO, Jeff Ritter, his management team, and all of the employees at the SATCC. On behalf of the Board, I want to acknowledge the work you do to serve employers, apprentices, future apprentices, tradespeople and journeypersons. I know each of you is contributing to an apprenticeship and certification system that is fair, efficient and accessible. Together, we will continue to strengthen the skilled trades in the province and build one of the best apprenticeship systems in Canada.

I look forward to working with all of you in the coming year.



Doug Christie, Commission Board Chairperson

A Message from the CEO

The Saskatchewan Apprenticeship and Trade Certification Commission (SATCC) strives to meet the needs of apprentices and their employers, the provincial government and the citizens of Saskatchewan. The 2015-16 Annual Report highlights how we continue to meet and exceed those needs.

One way we serve clients is through apprenticeship training. Saskatchewan's apprenticeship system experienced remarkable growth over the last decade along with Saskatchewan's economic growth. Last year, a record number of apprentices were trained: more than 6,800. However, we have begun to see a modest decline in demand for apprenticeship training, which is to be expected in the current economic climate.

One of the ways the SATCC is enhancing apprenticeship training is by working with other provinces and territories to substantively align apprenticeship technical training across the country. This is a significant and challenging endeavour, yet, trade by trade, stakeholders are making steady progress, ensuring the quality and sequence of trades training is consistent. Well-aligned training helps our apprentices, giving them more mobility, and more choices. Saskatchewan is leading this critical work. I am the Chair of the Harmonization Taskforce and Loreena Spilsted, SATCC's Chief Operating Officer, is the Vice-Chair.

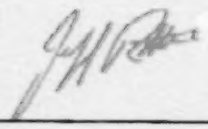
Training apprentices is a primary goal of the SATCC. Approximately 85 per cent of training received by apprentices comes on-the-job from their employer (the other 15 per cent comes from technical training). The SATCC has a regulatory function to ensure apprentices receive the safe, high-quality training needed to be successful. As part of this, the SATCC develops/distributes standards and guidelines for on-the-job training. We also ensure that training is being delivered appropriately via industry inspections.

In 2014, the Provincial Auditor recommended the SATCC develop a formal process to ensure employers comply with *The Apprenticeship and Trade Certification Act, 1999* and *The Apprenticeship and Trade Certification Regulations, 2003*. We moved forward on this recommendation and have fully implemented a formal process to ensure that employers are compliant with the Act and Regulations. In their 2016 follow-up audit, the Provincial Auditor confirmed that we have adequate processes in place to ensure that compliance. We will continue to look for and develop ways to standardize and improve our inspection processes—to make sure we are inspecting the right facilities at the right times.

This Annual Report outlines the SATCC's activities and results for the fiscal year of July 1, 2015 to June 30, 2016. These priorities align with our 2015-16 Business Plan and the 2012-17 Strategic Plan. The Balanced Scorecard was added last year for the first time. It continues to be a valuable measurement tool for both our organization and key stakeholders, providing a snapshot of our measures—their purpose, the methodology used to obtain the measures, and an explanation for the targets chosen.

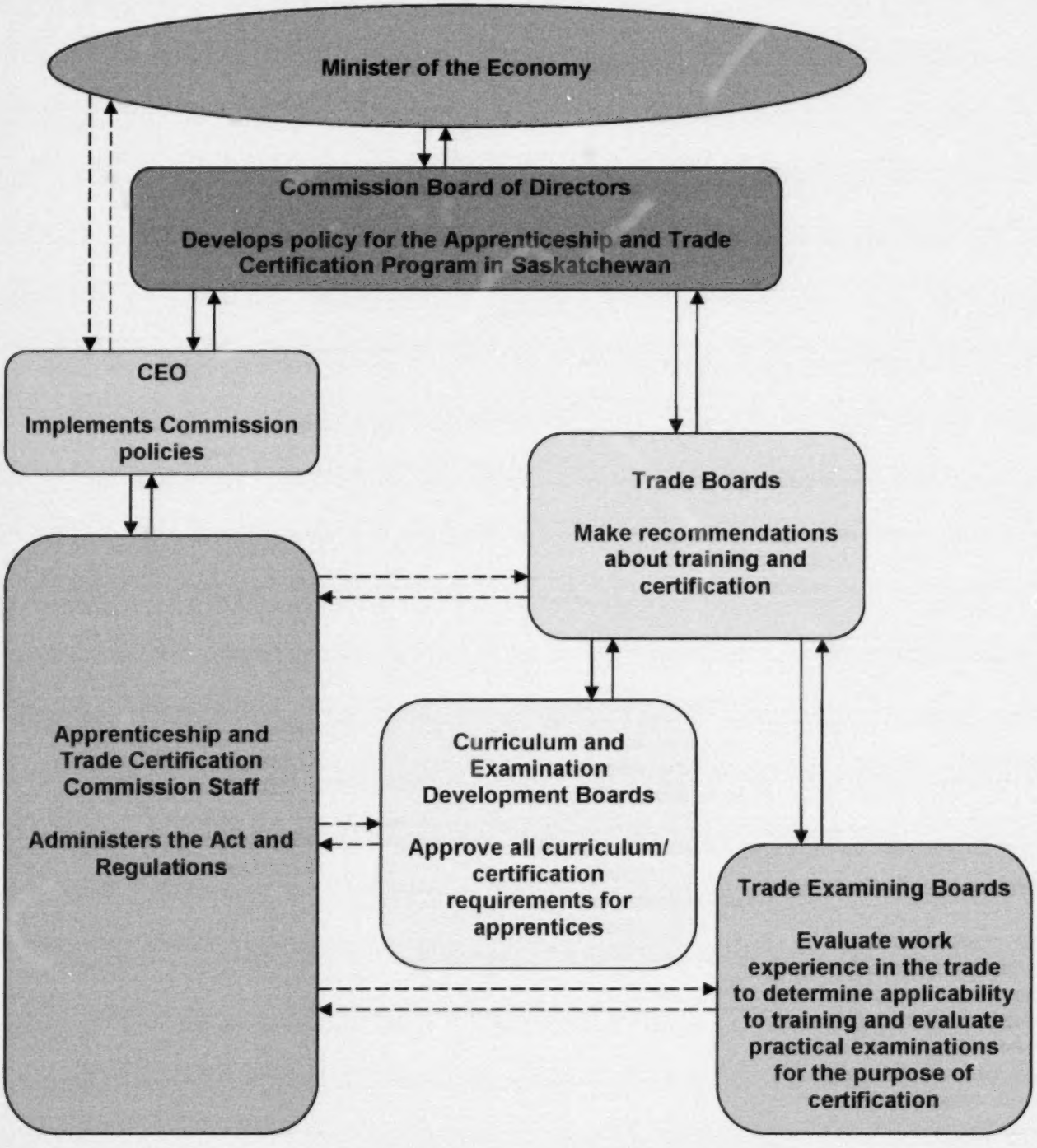
The SATCC is successful because of its people. Thank you to the Board of Directors for providing feedback and strategic oversight on the work of the SATCC. Everyone brings their own expertise to the table and collectively, you have a significant understanding of apprenticeship and the skilled trades in our province. Thank you for your leadership. I'd also like to extend a special thank-you to former Board Chair Garry Kot. Garry served on the Board of Directors for more than a decade—from 2003 until 2015. Garry is a Red Seal Interprovincial Sheet Metal Worker who has devoted his life to furthering the apprenticeship system. He is a terrific ambassador for the skilled trades in Saskatchewan.

Thank you, also, to all of the SATCC's partners: the Government of Saskatchewan, to our employers who are training the next generation of journeypersons, to our technical training providers who teach our apprentices why they perform their work the way they do, and to the secondary teachers and guidance counsellors who promote the trades as first-choice career options. Finally, thank you to the SATCC's staff members. I know you are all dedicated to providing our clients with exceptional service. And you do just that every day.



Jeff Ritter, CEO

Governance


Minister of the Economy
Commission Board of Directors
Develops policy for the Apprenticeship and Trade Certification Program in Saskatchewan
CEO
Implements Commission policies
Trade Boards
Make recommendations about training and certification
Apprenticeship and Trade Certification Commission Staff
Administers the Act and Regulations
Curriculum and Examination Development Boards
Approve all curriculum/ certification requirements for apprentices
Trade Examining Boards
Evaluate work experience in the trade to determine applicability to training and evaluate practical examinations for the purpose of certification
Indicates direct reporting relationship
Indicates communications/working relationship

Alignment with Government's Direction

The SATCC's activities in 2015-16 aligned with Government's vision and four goals.

Government's Vision

"...to be the best place in Canada to live, to work, to start a business, to get an education, to raise a family and to build a life."

Government's Goals

- Sustaining growth and opportunities for Saskatchewan people
- Meeting the challenges of growth
- Securing a better quality of life for Saskatchewan people
- Delivering responsive and responsible government

Together, ministries and agencies work to achieve the Government of Saskatchewan's four goals in order to fulfill Government's vision, and build the best province possible for Saskatchewan people.

The SATCC, by overseeing the apprenticeship training and certification system, helps sustain growth and opportunities for Saskatchewan people. The SATCC strives to build a system that is efficient, effective and accessible to employers, apprentices and tradespeople.

Additionally, the SATCC successfully meets the challenges of growth. As the number of registered apprentices in the system has grown substantially over the last decade, the SATCC has met the increased demand for training. In 2015-16, the organization trained a record number of apprentices.

The SATCC works to secure a better quality of life for its clients: apprentices, journeypersons, employers and those they serve. This is accomplished in several ways, including through the Saskatchewan Youth Apprenticeship program, which promotes the skilled trades to young people; Aboriginal Apprenticeship Initiatives, which aim to make awareness and skills training more accessible to First Nations people and communities; and by continuing to work to diversify the skilled trades workforce. The SATCC's goal is to grow a skilled trades workforce that is representative of Saskatchewan's population.

The SATCC also plays a regulatory function, ensuring apprentices receive quality on-the-job training from their employers. This involves developing and distributing standards and guidelines for on-the-job training, developing workplace training plans for individual employers and apprentices, evaluating workplaces for the delivery of apprenticeship training in both compulsory and non-compulsory trades, and ensuring employers comply with journeyperson to apprentice training ratios. All of this contributes to Government's fourth goal, delivering responsive and responsible government.

The SATCC is a leader among Canadian jurisdictions in apprenticeship and trade certification, but will continue to seek out ways to better serve the people of Saskatchewan.

Commission Overview

Authority

The Apprenticeship and Trade Certification Act, 1999 establishes the SATCC as an agent of the Crown and authorizes it to manage the apprenticeship and trade certification system in Saskatchewan.

The SATCC is given the authority to make regulations to ensure the efficient and effective operation of the apprenticeship system and to meet the needs of industry in a timely manner. Through the industry board structure and the *Act*, the SATCC is accountable to the industry it serves and the Government of Saskatchewan.

In 2015-16, the SATCC reported to the Honourable Jeremy Harrison, Minister reponsible for Immigration, Jobs, Skills and Training, who is also responsible for the administration of *The Apprenticeship and Trade Certification Act, 1999.* The SATCC has 72.4 full time equivalent (FTE) positions and operates nine offices across Saskatchewan.

Vision

A skilled and representative trades workforce, industry trained and certified.

Mandate

To develop and execute a relevant, accessible and responsive apprenticeship training and certification system to meet the needs of employers, apprentices, journeypersons and tradespersons.

The SATCC uses its human, financial and capital resources to achieve its vision and mandate through key programs and operations.

The following principles and values guide the SATCC's work both internally and externally:

- Industry-focus
- Collaboration
- Responsiveness
- Equity
- Transparency
- Accountability
- Innovation
- Excellence

Operational Activities

The SATCC is responsible for four key areas:

- we train apprentices;
- we certify tradespeople;
- we regulate the apprenticeship system of training; and,
- we promote apprenticeship in the skilled trades as a first-choice career option and as a means for employers to meet their labour market requirements.

The following responsibilities and activities are key to the SATCC fulfilling its mandated and legislated responsibilities.

- Administrative support for apprenticeship registration and record keeping for all Saskatchewan apprentices and journeypersons;
- Assess apprentice work experience and prior learning;
- Administrative support and facilitation of Commission and Trade Board activities;
- Develop and implement an annual technical training plan for registered apprentices;
- Develop and administer examinations;
- Administer journeyperson certificates;
- Monitor on-the-job apprenticeship programs and regulate through employer visits;
- Administer apprentice allowances for technical training;
- Initiate and maintain partnerships with industry, government, other jurisdictions and various stakeholders;
- Lead and participate in interprovincial apprenticeship and trade certification and related activities;
- Develop and implement program promotion and awareness materials and campaigns; and
- Prudent management of financial and human resources.

Board of Directors

A Board of Directors of up to 20 members is appointed by the provincial government to govern the SATCC. Twelve members are nominated by industry, based on sectors and equally representing employers and employees. Other Board members are nominated by the Minister responsible for the SATCC and represent other stakeholders in the apprenticeship and trade certification system, including government, training providers and equity groups.

A matrix of skills and representation helps ensure the Board collectively will have the necessary personal attributes, skills and competencies required to:

- add value and provide support for the CEO in establishing strategy and reviewing risks and opportunities;
- effectively monitor the performance of the CEO and the SATCC; and
- publicly account for the performance of the organization.

The Board undertakes a Board self-evaluation on a biannual basis.

Commission Board Membership – as of June 30, 2016

For individual Board member biographies, please visit the SATCC website at http://www.saskapprenticeship.ca/about-us/commission-board/

Commission Board Chairperson

- Garry Kot – Construction Sector Employee Representative (until December 16, 2015)
- Doug Christie – Construction Sector Employer Representative (Acting Chair from December 16 to June 30, 2016)

Top to bottom, starting at far left:
Drew Tiefenbach, Joe Kleinsasser, Leonard Manitoken
Doug Christie, Doug Mitchell, Rhonda Hipperson
Bryan Leier, Jeff Sweet, Karen Zunti
Terry Parker, Lorne Andersen, Brett Vandale, Brian Marshall

Missing: Roxanne Ecker, Alastair MacFadden, Albert Loke, Wayne Worrall and Tim Earing.

Commission Board Vice-Chairperson

- Doug Christie – Construction Sector Employer Representative (until December 11, 2015)
- Brett Vandale – Métis (from June 28, 2016)

Commission Board Members

Agriculture, Tourism and Service Sector

- Joe Kleinsasser – Employer Representative
- Karen Zunti – Employee Representative

Construction Sector

- Rhonda Hipperson – Employer Representative
- Jeff Sweet – Employee Representative
- Drew Tiefenbach – Employer Representative
- Wayne Worrall – Employee Representative

Motive Repair Sector

- Bryan Leier – Employer Representative
- Tim Earing – Employee Representative

Production and Maintenance Sector

- Brian Marshall – Employer Representative
- Lorne Andersen – Employee Representative

Other Stakeholder Groups

- Frank Burnouf – Northern Saskatchewan (July 1, 2015 to December 17, 2015)
- Roxanne Ecker – Women in Trades
- Albert Loke – Northern Saskatchewan (Appointed December 17, 2015)
- Alastair MacFadden – Ministry of the Economy
- Leonard Manitoken – First Nations
- Doug Mitchell – Persons with Disabilities
- Terry Parker – Saskatchewan Polytechnic
- Brett Vandale – Métis
- Brett Waytuck – Ministry of Education (July 1, 2015 to June 30, 2016)

The Commission Board has adopted the following standing and ad hoc committee structure to facilitate the work of the Board in developing recommendations for the Board's consideration. For more information about each of the Committee and the Terms of Reference, please visit the SATCC website at http://www.saskapprenticeship.ca/minutes/

Board Standing Committees

Audit/Finance Committee assists the Board by ensuring the adequacy and effectiveness of the financial reporting, internal controls and management information systems.

Membership

- Brett Vandale, Chair
- Lorne Andersen
- Joe Kleinsasser
- Bryan Leier
- Leonard Manitoken

Governance Committee assists the Board by providing guidance and advice in relation to board governance, processes, policies and principles.

Membership

- Terry Parker, Chair
- Tim Earing
- Brian Marshall
- Drew Tiefenbach
- Brett Vandale
- Karen Zunti

Human Resources Committee assists the Board by providing guidance and advice in relation to CEO Human Resource matters delegated to it by the Board of Directors.

Membership

- Doug Christie, Chair
- Terry Parker
- Brett Vandale

Current Board Ad Hoc Committees

Standards Committee assists the Board in considering issues related to standards of training, certification, examinations, curriculum and entrance requirements, and to provide guidance to Trade Boards on standards related to those issues.

Membership

- Doug Christie
- Garry Kot
- Doug Mitchell
- Drew Tiefenbach

Trade Board Appointments Committee assists the Board by reviewing and developing recommendations for the appointment of members to Trade Boards.

Membership

- Frank Burnoff
- Roxanne Ecker
- Rhonda Hipperson
- Wayne Worrall

Inclusion and Program Innovation Committee assists the Board by providing guidance and advice in relation to inclusionary practices and innovation in apprenticeship programming.

Membership

All members of the Board exofficio.

Management Discussion and Analysis

2015-16 Year in Review

Apprenticeship and Certification

Two of the primary roles of the Saskatchewan Apprenticeship and Trade Certification Commission is to train apprentices and certify tradespeople.

Apprenticeship training is a unique education system that combines on-the-job learning with yearly technical training sessions in person or online. In order to become an apprentice, a person must be employed in a designated trade and indentured by their employer. After successfully completing the required technical training, and gaining the necessary on-the-job experience, apprentices are qualified to write the journeyperson certification exam.

Tradespeople—skilled trade workers who are not apprentices or journeypersons— can potentially challenge the journeyperson exam as trade qualifiers if they have the necessary on-the-job experience. This route does not require tradespeople to apprentice or complete any regular technical training.

Certain trades are compulsory, meaning those working in the trade must be an apprentice or journeyperson. In Saskatchewan, the compulsory trades are Construction Electrician, Plumber, Sheet Metal Worker, and Refrigeration and Air Conditioning Mechanic. Additionally, Hairstylist is a regulated trade where pre-employment training is mandatory prior to working in the trade.

The SATCC continues to offer its apprentices timely, high-quality training. In fact, the SATCC trained more apprentices in 2015-16 (6,834) than ever before, responding to the continued strong demand for apprenticeship training.

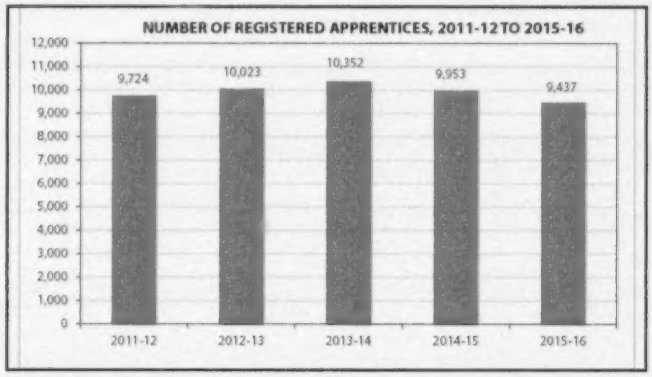
The number of total apprentices registered in the system dipped slightly in 2015-16. While the number of apprentices in Saskatchewan grew by an extraordinary amount over the last decade, this growth has begun to level off, and the 9,437 registered apprentices we had in 2015-16 is comparable to the number of apprentices (9,442), we saw in 2010-11.

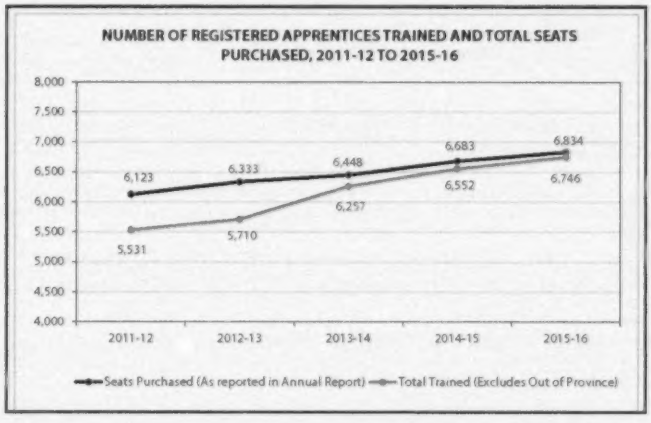
Key Statistics

For the operating year of July 1, 2015 to June 30, 2016, apprenticeship, training, and certification statistics were as follows:

Newly Registered Apprentices	2,611
Completion of Apprenticeship Certificates	1,657
Journeyperson Certificates	1,971
Registered Apprentices at June 30, 2016	9,437
Apprentices Receiving Services From SATCC	15,691
Employers with Registered Apprentices	2,689
Apprentices Receiving Technical Training*	6,834
Technical Training Fill Rate	98.7%

** Includes apprentices who received upgrading training and training out of province*





For more key operational statistics, please see Appendix B, pages 34-35.

Partners

The SATCC collaborates with a number of partners who work to enhance and deliver the apprenticeship system of training.

Some of SATCC's partners include:

- Employers;
- Apprentices;
- Journeypersons and tradespeople;
- Employer associations;
- Unions;
- Trade Boards;
- Curriculum Examination Development Boards;
- Trade Examining Boards;
- Government of Saskatchewan;
- Saskatchewan Polytechnic;
- Saskatchewan regional colleges;
- Other training providers;
- Aboriginal organizations;
- The Canadian Council of Directors of Apprenticeship (CCDA); and
- The Canadian Apprenticeship Forum (CAF).

Technical Training Providers

Saskatchewan Polytechnic is the SATCC's largest training provider. The SATCC purchases technical training seats from Saskatchewan Polytechnic based on the estimated number of registered apprentices eligible for technical training in a given year. The SATCC then works with Saskatchewan Polytechnic to ensure those seats are filled each fiscal year.

Canadian Council of Directors of Apprenticeship (CCDA)

The CCDA oversees the Red Seal Program. The Red Seal Program is the Canadian standard for excellence in the skilled trades. The Red Seal Program sets common standards to assess the skills of apprentices and tradespeople across Canada. Apprentices and tradespeople who meet the Red Seal standards receive a Red Seal endorsement on their provincial-territorial trade certificates. The Red Seal endorsement is recognized across Canada allowing Red Seal holders to work anywhere in the country with their trade.

The SATCC participates in CCDA committees and working groups to ensure Saskatchewan continues to help lead interprovincial apprenticeship initiatives. The SATCC CEO was the Chair of the CCDA until June 2016. He remains the Chair of the Harmonization Task Force, member of the CCDA Stakeholder Relations Committee and a member of the Policy and Procedures Committee of the CCDA. The SATCC COO was Vice-Chair of the Harmonization Task Force and a member of the Foreign Qualification Recognition working group.

The SATCC Director of Governance, Policy and Research was Co-Chair of the CCDA Research Committee. The SATCC Director of Communications and Marketing was the Chair of the CCDA Communication and Promotions Committee until March 2016. The SATCC Trades Assessment Consultant was a member of the Foreign Qualification Recognition working group.

Commission Regulations

The SATCC regulates trades that indenture apprentices and enforces those regulations to ensure that apprentices receive the training they need in a safe, effective and timely manner.

In its regulatory role, the SATCC develops/distributes standards and guidelines for the on-the-job training component, and then follows up to ensure training is delivered appropriately at all job sites. Regulation is an important part of the SATCC's work, an aspect that the SATCC continues to strengthen.

In 2014, the Provincial Auditor recommended the SATCC develop a formal process to ensure employers comply with *The Apprenticeship and Trade Certification Act* and *The Apprenticeship and Trade Certification Regulations.*

The SATCC moved forward on this recommendation and have fully implemented a formal process to ensure employer compliance with the *Act* and *Regulations*. In their 2016 follow-up audit, the Provincial Auditor confirmed the SATCC has adequate process in place to ensure that compliance. The SATCC will continue to look for and develop ways to standardize and improve our inspection processes—to make sure the right facilities are being inspected at the right time.

Initiatives

Saskatchewan Youth Apprenticeship

The SATCC continues to educate high school students on opportunities in the skilled trades through the Saskatchewan Youth Apprenticeship (SYA) Program. The SYA Program gives high school students a chance to start building a portfolio and trades skills while they're still in school. It exposes them to the trades and requires they complete a number of trades-related "challenges" in order to successfully graduate from the program.

Students who complete all three levels of SYA and register as an apprentice in a designated trade within five years enjoy significant benefits. Their apprenticeship registration fee and Level One technical training tuition are waived. SYA graduates also receive 300 hours of trade time credit.

Registered youth apprentices	3,265
Registered SYA high schools	303
$1,000 scholarships presented to graduating Grade 12 SYA students	99
SYA graduates entering apprenticeship	135
SYA graduates achieving journeyperson status	83

Harmonization

Saskatchewan continues to lead the way when it comes to substanitvely aligning apprenticeship training across the country. The harmonization initiative aims to align—or "harmonize"—the requirements and processes for apprenticeship training across the country by focusing on: the use of the Red Seal trade name, consistent total training hours (in school and on the job), the number of training levels and consistency of training content, including use of the most recent National Occupational Analysis. Harmonization has the potential to increase opportunities for apprentices, reduce barriers to certification and improve the efficiency of the apprenticeship system. In fact, it's already doing that.

Phases I and II of the Harmonization process included 18 trades. Consensus was reached by June 2016 on the best path forward for all 18 of the trades. Changes will be implemented across the country for the first nine trades—eight of which are designated in Saskatchewan—in fall 2016. The trades are Carpenter, Metal Fabricator (Fitter), Welder, the two Ironworker trades, the Mobile Crane Operator trades and Tower Crane Operator.

Innovation in Training

The SATCC continues to seek out innovative, alternative technical training options for apprentices. The goal is to make technical training as effective and accessible as possible. Taking several weeks off work to attend technical training is not feasible for some.

That's why in 2015-16, the SATCC partnered with Saskatchewan Polytechnic to support its FIATT pilot project. FIATT stands for Flexibility and Innovation in Apprenticeship Technical Training. With this initiative, apprentices are able to complete up to two weeks of their training at home online before attending a Saskatchewan Polytechnic campus for the rest of their training. This hybrid training option will be available for Construction Electrician, Plumber, Heavy Duty Equipment Technician, and Truck and Transport Mechanic apprenticeship technical training. It will be available for Levels One and Three training in the 2016-17 academic year, and Levels Two and Four training in the 2017-18 academic year.

In 2015-16, the SATCC, in partnership with Saskatchewan Polytechnic, also continued to offer hybrid Carpentry training. Carpentry apprentices registered in the hybrid module have 21 weeks to complete the theoretical portion of their training online on their own time before attending three weeks of on-campus practical training. The on-campus portion is solely hands-on training in a shop environment. (In a conventional Carpentry technical training block, training lasts for seven weeks and combines the theory and practical components. Every week is spent on campus). Hybrid Carpentry training for Levels 2 and 4 was offered in 2015-16.

More recently, the SATCC developed a hybrid Cook training program, in partnership with Saskatchewan Polytechnic. Similar to the hybrid Carpentry training program, it combines online theoretical learning with hands-on practical learning on campus. The first delivery of Level One hybrid training is scheduled to start January 2017.

Hybrid training options are provided in addition to traditional block training. They are not meant to replace traditional training, but to be an additional option. The SATCC wants to provide its apprentices with as much choice as possible when it comes to technical training.

Aboriginal Apprenticeship Initiatives

Recruiting and retaining Aboriginal people in the skilled trades continues to be a priority for the SATCC. Each year, we track the number of Aboriginal people in our system to ensure we are maintaining a representative proportion of the Saskatchewan Aboriginal population as apprentices. According to 2011 Statistics Canada data, the most recent data available to us, Saskatchewan's population of self-identified Aboriginals was 15.6 per cent of the total population. The SATCC's apprentice population almost mirrors the general population percentage.

Registered Apprentices of Aboriginal Ancestry	1,436
First Nations	940
Métis	496
% Aboriginal of all Registered Apprentices	15.2%

One of the ways the SATCC supports Aboriginal people exploring and entering the skilled trades is through Aboriginal Apprenticeship Initiatives (AAI). This program aims to make the trades more accessible to Aboriginals by delivering training and work experience programs within or nearby First Nation communities.

Aboriginal Apprenticeship Initiatives (AAI)	7
Total AAI Funding	$434,243

Women in Trades

To support a diversified workforce, the SATCC continues to encourage employers to recruit and retain women in the skilled trades, particularly in non-traditional trades. This is done in part by highlighting women's achievements in the trades through advertisements, written articles and at the annual Apprenticeship Awards. The SATCC also frequently sponsors and supports third-party programming that encourages women to enter into the skilled trades.

Trade Qualifiers

In 2015-16, the SATCC began encouraging— through articles, speeches, presentations and a mail drop targeted at employers—experienced tradespeople to challenge the journeyperson certification examination as trade qualifiers.

Tradespeople who have worked the required amount of time may be eligible to challenge the journeyperson certification examination as trade qualifiers. Certification benefits both employers and employees. A certified workforce is a reputable workforce, especially in the eyes of consumers. Certification provides workers with a credential that is recognized across Canada as the standard of excellence. Journeyperson trade workers also play a key role in training a company's next generation of workers.

The CCDA Foreign Qualification Recognition (FQR) Initiative piloted a common application process for three trades—Carpenter, Construction Electrician and Heavy Duty Equipment Technician. The SATCC made changes throughout the project to increase consistency, transparency and fairness. Some of these changes included introducing one common trade qualifier application used for both domestic and international applicants, and changing terminology so that it is standardized across jurisdictions. The SATCC also created a new trade qualifier web page to provide trade qualifiers with straightforward, step-by-step instructions on the application process. The FQR project wraps up in September 2016 and the pilot project that ran until August 2015 is still seeing outcomes.

Skills Canada

The 18th annual Skills Canada Saskatchewan competition was held in Regina in April 2016 , welcoming more than 500 secondary and post-secondary students and apprentices from across the province. SATCC staff members volunteered their time throughout the competition.

In 2015-16, the SATCC's COO served as the Chair of Skills Canada Saskatchewan and the CEO was a member of the Board of Directors. As the Saskatchewan Chair, the COO is the Saskatchewan representative on Skills Competence Canada (SCC).

2015-16 Performance Results

Introduction

The SATCC developed the 2012-2017 Strategic Plan to identify key directions and priorities for the organization. Strategies developed by the Board of Directors identify the areas of highest priority and define the major areas of focus the organization will pursue to achieve its Vision and Mandate. Goals are identified within each strategy.

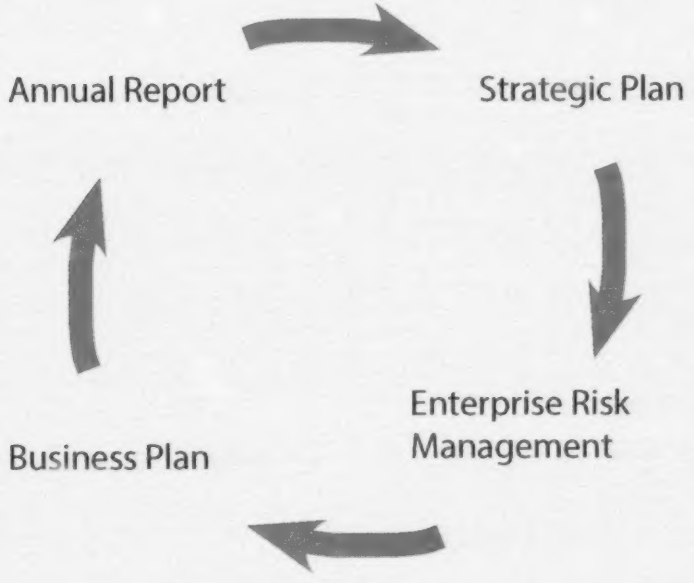
Measures and targets are developed by SATCC Management to monitor progress towards achieving the strategies, goals and key operational initiatives. These identify business activities and required resources on an annual basis while providing the basis for the performance management system. The overall progress made towards meeting the measures is reported in the SATCC Annual Report and through regular reporting to the SATCC Board of Directors throughout the year.

In 2015-16, some key operational initiatives, measures and targets were revised to continue to enhance the performance reporting system. Appendix G (on page 43 of this report) provides a Balanced Scorecard (BSC) Reference Table for more detailed information.

The goals in the 2012-17 Strategic Plan were used as a basis to develop the 2016-17 Business Plan. The 2016-17 BSC added a new section, Regulatory, with two new additional 'test' measures included:

- Apprentice to Journeyperson Ratio Compliance. This tracks the percentage of employers that are compliant with the regulated ratios; and
- Industry Issue Response Time. This tracks how responsive the SATCC is in responding to apprentice and employer issues and/or concerns.

Going forward, the SATCC Board of Directors will review and revise the 2012-17 Strategic Plan in fall 2016 to ensure the strategies identified are relevant to the organization in the current environment. This refreshed strategic plan will form the basis of the business and operational planning for 2017-18.



Strategy #1: Training - Increase the number of individuals successfully moving through the apprenticeship system.

Measures	2014-15 Actual	2015-16 Target	2015-16 Actual	% of 2015-16 Target	2015-16 Result
New apprentice registrations	3,014	3,100	**2,611**	84.2%	Not Met
Total Apprentices	9,953	10,000	**9,437**	94.4%	Progressed
Total Employers	2,788	2,800	**2,689**	96.0%	Progressed
Journeyperson Certificates Issued	1,837	1,700	**1,971**	115.9%	**Exceeded**
Real Completion Rate (RCR)	62.4%*	62%	**66.2%**	106.8%	**Exceeded**
Red Seal Exam Pass Rate	80%	80%	**80%**	100.0%	**Achieved**
Technical Training Seats	6,683	7,000	**6,834**	97.6%	Progressed
Apprentice Satisfaction with Training (on-the-job)	89%	90%	**89%**	98.9%	Progressed
Employer Satisfaction with Training (on-the-job)	87%	85%	**87%**	102.4%	**Achieved**

** The target and results in 2014-15 BSC were broken down according to compulsory and non-compulsory trades. This was changed for 2015-16 BSC so an overall completion rate is now reported.*

Exceeded = 105% or greater than target; **Achieved** = 100% to 104% of target; Progressed = 90% to 99% of target; Not Met = Less than 90% of target.

In order to successfully move through the system and achieve journeyperson certification, an apprentice must attend technical training (typically eight weeks) and pass the exams on an annual basis, as well as accumulating required on the job training. The measures and targets in this strategy reflect the focus the SATCC brings to supporting apprentices towards this achievement.

The SATCC registered 2,611 new apprentices during the year. This is 15.8 per cent below the target of 3,100 new apprentices. The target for this indicator was not met due to a declining demand for apprenticeship and is outside the control of the SATCC. This decline will have a direct impact on the number of technical training seats the SATCC will require in the upcoming years.

The total number of apprentices registered at the end of the year declined from the previous year to 9,437 which was 94.4 per cent of 10,000 apprentice target of 10,000 due to two factors, fewer new apprentices coming into the system and more apprentices receiving their certification and leaving the system.

As of June 30, 2016 there were 2,689 employers with registered apprentices. This is 4 per cent below the target of 2,800 employers.

The number of Journeyperson Certificates issued was an all-time high of 1,971 certificates, exceeding the target of 1,700 by almost 16 per cent. It is expected this number will decline in the next few years as the total number of registered apprentices declines (unless there is an increase in new registrations).

The Real Completion Rate is calculated based on a method that follows individuals through the system and divides the number of apprentices who complete Level One training in a given year by the number of those same apprentices who receive Journeyperson certification within two years after the expected end of their program. The completion rate for each compulsory and non-compulsory trade is calculated on an annual basis and then averaged on a weighted basis. The target set for each is an average of the previous five years of results. The 62 per cent target was exceeded by 6.8 per cent with an actual RCR of 66.2 per cent.

Success on the Red Seal exam is the final step in an apprentice achieving journeyperson certification. The SATCC reports the results for the previous calendar year as audited by Statistics Canada. Four in five (80 per cent) of Saskatchewan apprentices passed the Red Seal exam in 2015, achieving the target of 80 per cent.

There were 6,834 technical training seats purchased, which is 97.6 per cent of the target of 7,000 seats. The decline relative to the target is due to the lessening of demand for training seats over the year.

The bi-annual Apprentice Satisfaction Survey measures apprentice and employer satisfaction with on-the-job training.

Nearly 90 per cent (89%) of apprentices agreed or strongly agreed with the statement "Overall I am satisfied with the quality of my on the job training", which is 1.1 per cent below the target of 90 per cent (98.9 per cent of the target) on this year's survey.

Employer satisfaction with technical training is measured every two years in the Employer Satisfaction Survey. The target of 85 per cent of employers who agreed or strongly agreed with the statement "Overall I am satisfied with the quality of the journeyperson following completion of apprenticeship" was met with a result of 87 per cent on this year's survey, which is 2.4 per cent higher than the target.

Strategy #2 Advocacy – Increase the effectiveness of relationships with government, industry, public, trainers and under-represented groups to achieve higher completion rates.

Measures	2014-15 Actual	2015-16 Target	2015-16 Actual	% of 2015-16 Target	2015-16 Result
Aboriginal apprentices registered	1,388	1,400	**1,436**	102.6%	**Achieved**
Female Apprentices Registered	907	950	**879**	92.5%	**Progressed**
Female Apprentices Registered in Traditionally Male Trades (TMT)	454	475	**464**	97.7%	**Progressed**
Visible Minority Apprentices Registered	283	250	**315**	126.0%	**Exceeded**
Apprentices with Disabilities Registered	429	450	**511**	113.6%	**Exceeded**

Exceeded = *105% or greater than target;* **Achieved** = *100% to 104% of target;* **Progressed** = *90% to 99% of target;* **Not Met** = *Less than 90% of target.*

The SATCC exceeded, achieved or progressed to the targets for each measure under this strategy. The results show the SATCC continues to support under-represented groups to becoming journeypersons and contributing to the Saskatchewan labour market. There has not been a decline in the numbers even with the softening of demand for apprenticeships. This will bear watching in the upcoming year.

A total of 1,436 Aboriginal apprentices were registered at year end. Of this total, 940 were First Nation and 496 were Métis. The total number is 2.6 per cent higher than the 1,400 person target.

There were a total of 879 (7.5 per cent below the target) female registered apprentices at the end of June compared to the target of 950. Of those 879 apprentices, 464 registered in traditionally male trades, which is 97.7 per cent of the target or 475.

There were 315 visible minority apprentices registered as of June 30, 2016. This exceeded the target of 250 by 26 per cent.

There were 511 registered apprentices with disabilities as of June 30, 2016. This exceeded the 2015-16 target of 450 by 13.6 per cent. Apprentices are counted within this category if they self-identify as having a disability and/or if they have been assessed as having a learning disability. A database system error was discovered that caused some apprentices who had a disability to not be counted causing the totals to be lower than they should be. The error was discovered and fixed, leading to more accurate totals and causing the target to be exceeded in 2015-16.

Strategy #3 Funding - Secure sustainable funding from government, stakeholders and apprentices, adequate to support the labour market's training needs. Increase the effectiveness of relationships with government, industry, public, trainers and under-represented groups to achieve higher completion rates.

Measures	2014-15 Actual	2015-16 Target	2015-16 Actual	% of 2015-16 Target	2015-16 Result
Sufficient Revenue to Fund Technical Training (%)	64%	70%	**72.4%**	103.4%	**Achieved**
Share of Non-Government Revenue (%)	19.2%	19.0%	**19.3%**	101.6%	**Achieved**
Unrestricted Surplus – Excess over Minimum ($000s)	2,357	1,327	**2,679**	201.8%	**Exceeded**
Annual (Deficit)/Surplus ($000s)	N/A	(1,252)	(256)	179.5%	**Exceeded**

Exceeded = *105% or greater than target;* **Achieved** = *100% to 104% of target;* **Progressed** = *90% to 99% of target;* **Not Met** = *Less than 90% of target;* **N/A** = *Not Available.*

The SATCC either achieved or exceeded its targets for each of the measures under Strategy #3. The SATCC had enough revenue to purchase technical training seats for 72.4 per cent of registered apprentices (as at June 30, 2016) in the 2015-16 training year. This is 3.4 per cent higher than the 70 per cent target for 2015-16.

Despite declining tuition revenue, the SATCC was able to achieve its 2015-16 target for the share of non-government revenue compared to total revenue. The SATCC's share of non-government revenue was 19.3 per cent,1.6 per cent higher than the 19 per cent target for the year.

At $256K, the SATCC's annual deficit was significantly lower than the $1.25M budgeted for in 2015-16. The reduction in the deficit is due to a reduction in expenses, primarily related to training. The significant reduction in the deficit allowed the SATCC to exceed its budgeted target by approximately 80 per cent.

Concomitantly, the SATCC's Unrestricted Surplus – Excess over Minimum at $2.679M (as at June 30, 2016) is significantly higher than the $1.327M budgeted for in 2015-16. The SATCC well exceeded its target with this measure finishing at 101.8 per cent above its budgeted target.

Strategy #4: Industry Needs - Identify short-term and long-term industry needs for training, apprenticeship numbers and skills.

Measures	2014-15 Actual	2015-16 Target	2015-16 Actual	% of 2015-16 Target	2015-16 Result
Industry Trade Boards Meetings	153	125	**128**	102.4%	**Achieved**
Employer Consultations	3,861	4,000	**4,445**	111.1%	**Exceeded**
Harmonization Stakeholder Consultations	5	17	**23**	135.3%	**Exceeded**

Exceeded= *105% or greater than target;* **Achieved**= *100% to 104% of target;* **Progressed**= *90% to 99% of target;* **Not Met**= *Less than 90% of target.*

The SATCC achieved and exceeded the targets under this strategy, demonstrating the SATCC's continued commitment to meeting industry's needs. Employer consultations are the number of visits made to employer work sites by year end to indicate the measure of service standards provided by field consultants to SATCC clients, both employers and apprentices. The target of 4,000 visits was exceeded by 11.1 per cent with the actual visits at 4,445.

In previous years the SATCC held facilitated industry consultations with industry groups and organizations. At the end of 2014-15, these industry consultations shifted from general, facilitated consultations to a more focused and specific harmonization stakeholder consultation, with representatives from select trades, to support the Canadian Council of Directors of Apprenticeship (CCDA) Harmonization Initiative. This initiative seeks to improve labour mobility for apprentices through the harmonization of provincial and territorial apprenticeship training levels, training hours, trade names, and training delivery sequencing. These consultations ensure the process is industry-led. The 23 consultations held in 2015-16 exceeded the target of 17 meetings by 35.3 per cent.

Strategy #5: Efficiency - Enhance SATCC's operational efficiency to meet stakeholder needs.

Measures	2014-15 Actual	2015-16 Target	2015-16 Actual	% of 2015-16 Target	2015-16 Result
Technical Training Seats Fill Ratio	99%	98%	**98.7%**	100.7%	**Achieved**
Apprentice Satisfaction with SATCC	91.2%	90%	**91.5%**	101.7%	**Achieved**
Employer Satisfaction with SATCC	94.2%	92%	**94.2%**	102.4%	**Achieved**
SATCC Employee Satisfaction	68%	75%	**69%**	92.0%	**Progressed**

Exceeded = *105% or greater than target;* **Achieved** = *100% to 104% of target;* **Progressed** = *90% to 99% of target;* **Not Met** = *Less than 90% of target.*

SATCC staff continues to devote time and resources to ensuring all classes are filled to capacity. By increasing the number of available technical training seats and making sure those seats are filled by apprentices, the SATCC provides the opportunity for apprentices to advance through the system in a timely manner. The SATCC filled 98.7 per cent of the seats purchased, achieving the 2015-16 target of 98 per cent.

Apprentice and employer satisfaction with SATCC services is measured every two years in the Apprentice and Employer Satisfaction Survey. The results were 91.5 per cent and 94.2 per cent respectively, achieving both the 90 per cent and 92 per cent targets set for these measures.

The annual employee satisfaction survey was administered in October 2015. Nearly 70 per cent (69%) of employees strongly agreed or agreed with the following statement, "I find my work fulfilling and I look forward to coming to work each day." This is eight per cent below the target the target of 75 per cent (the three year average of the results to this question). In 2015-16, an Employee Engagement Committee was struck to identify and recommend ways to address areas of employee dissatisfaction and disengagement.

2015-16 Financial Highlights

Summary

The SATCC posted a deficit of $256,000 for the fiscal year ending June 30, 2016. This represents a decrease of $59,000 from 2014-15 ($315,000).

Total revenue of $29.0 million for 2015-16 increased by $1 million, or 3.6 per cent from 2014-15 ($28.0 million). The increase in revenue is mainly due to additional funding from the Ministry of the Economy and higher client fees (i.e. tuition and administrative fees charged to apprentices and employers). The increase is partially offset by lower interest revenue.

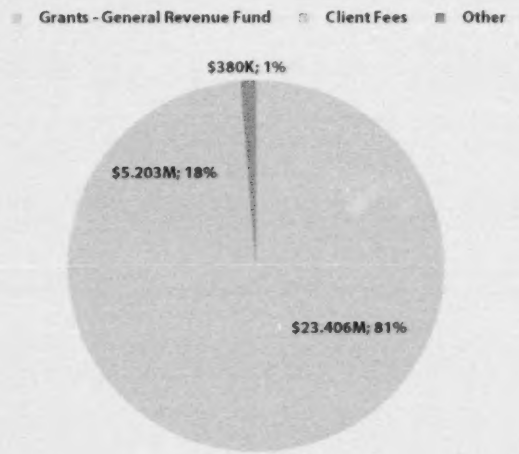
Total expenses of $29.2 million for 2015-16 increased by $915,000, or 3.2 per cent, from 2014-15 ($28.3 million). The increase in expenses is mainly attributed to higher program contractual services for technical training as well as salary and personnel costs. The increase is partially offset by reduced costs related to advertising, promotion and printing as well as board expenses.

The SATCC had an accumulated surplus of $3.2 million as at June 30, 2016. This is compared to $3.5 million in 2014-15.

Total Revenues

Total revenue was $29.0 million in 2015-16, approximately $1 million more than the $28.0 million posted in 2014-15. Grants from the Ministry of the Economy comprise more than 80 per cent of the SATCC's revenue with the bulk of the remainder coming from Client Fees (i.e. tuition and administrative fees charged to apprentices and employers). The following section provides a summary of revenue categories.

SATCC Revenue: 2015-16



Grant Revenue

The provincial grant received from the Ministry of the Economy grew by $750,000 in 2015-16 to $23.406 million from $22.656 million in 2014-15. The increase in the operating grant was to fund an additional 300 technical training seats (from approximately 6,700 seats in 2014-15 to a budgeted value of 7,000 seats in 2015-16).

Client Fees

The SATCC generated $5.203 million in fees for tuition and administrative services. This represents an increase of approximately $219,000 over the $4.984 million raised in fees in 2014-15. The increase in fees is due to higher tuition revenue from a higher number of technical training seats purchased compared to the previous year. As well, a full-year of the $10 per week increase in tuition, which began half-way through 2014-15 (i.e. tuition was increased from $75 per week to $85 per week beginning January 1, 2015), increased tuition reserves.

Other Revenues

Industry Contributions

The Saskatchewan Youth Apprenticeship (SYA) Industry Scholarship fund received $16,000 in industry contributions and awarded $53,000 in scholarships to apprentices.

Products and Services

Revenue from Products and Services increased from approximately $252,000 in 2014-15 to $287,000 in 2015-16. The increase is mainly due to a reimbursement from Employment and Social Development Canada (ESDC) pertaining a secondment from the SATCC to support the harmonization initiative being conducted by the Canadian Council for Directors of Apprenticeship (CCDA).

Interest

Revenue from interest payments was approximately $39,000 in 2015-16, down from the $61,000 earned in 2014-15. The decrease is due to lower interest rates and lower overall monthly bank balance.

Total Expenses

Total expenses were $29.2 million in 2015-16, approximately $915,000 more than the $28.3 million in 2014-15. Technical training costs comprise more than three-quarters (76%) of the SATCC's total expenses. Training support expenses represent nearly one-fifth (19 per cent) of total expenses with the remainder, approximately five per cent, coming from administrative expenses. The next section highlights the results in the most important expenditure categories within each of the three general categories in the chart.

SATCC Expenses: 2015-16

Technical Support (Program Contractual Services)

The SATCC purchased $22.2 million worth of training from its training providers in 2015-16. This is approximately $582,000 higher in 2015-16 compared to the $21.6 million in training expenditures by the SATCC in 2014-15 or 2.6 per cent higher.

The main cause for the increase in training expenditures is an increase in the number of training seats purchased from 6,683 seats in 2014-15 to 6,834 seats in 2015-16. This represents an increase of 151 seats or 2.2 per cent more than the previous year. Price increases by training providers contribute the rest of the increase in total training costs noted above.

Training Support

Salary and Personnel Expenses

Salary costs were about $4.640 million in 2015-16. This is approximately $304,000 higher than the $4.336 million in salary costs in 2014-15 but approximately $41,000 lower than the $4,681,000 in the 2015-16 Budget.

Other Contractual Services

The SATCC spent approximately $819,000 in 2015-16 in this category, up slightly from $809,000 in 2014-15. The increase is mainly due to minor inflationary pressures.

Administration

Board Expenses

Board expenses were approximately $152,000 in 2015-16 down from the approximate $167,000 spent in 2014-15. This is mainly due to planned board training not being taken as well as reduced travel and overnight accommodations due to fiscal restraint.

Advertising, Promotion and Printing

The SATCC spent approximately $268,000 in this category in 2015-16. This is approximately $30,000 less than the $298,000 spent in 2014-15. The decrease is mainly due to advertising restrictions during the writ period for the April 2016 provincial election.

2015-16 Budget to Actual

The SATCC budgeted a deficit of $1.252 million in 2015-16 based on revenues of approximately $29 million and expenses of approximately $30.2 million (including amortization of approximately $147,000). The SATCC posted an actual deficit of approximately $256,000. The decrease in the actual deficit, relative to the budgeted deficit, is based on lower-than-expected expenses mainly for program contractual services.

At $29.0 million, actual revenues were approximately as budgeted for in 2015-16. Client Fees were lower than budgeted by approximately $140,000 due to a lower number of training seats purchased compared to the budget. Interest payments received were below budget by approximately $32,000 due to lower-than-anticipated interest rates. This was partially offset by an $88,000 increase in revenues received from Products and Services and $53,000 in industry contributions for the Saskatchewan Youth Apprenticeship (SYA) Scholarship fund.

At $29.2 million, the SATCC's expenses were approximately $1 million less than budgeted. Technical training costs were approximately $737,000 less than budgeted due to purchasing less training seats than expected. Demand for technical training softened in 2015-16, particularly in the second half of the year. Management also focused on expenditure restraint where possible.

2015-16 Accumulated Surplus

As of June 30, 2016, the SATCC has an accumulated surplus of approximately $3.2 million comprised of both financial and non-financial assets. Net financial assets comprise approximately $3 million of the total accumulated surplus.

The SATCC's net financial assets include approximately $102,000 for the Aboriginal Apprenticeship Initiatives (AAI) fund and approximately $27,000 in assets for the Sask. Youth Apprenticeship (SYA) Scholarship fund.

The Commission Board's policy requires a minimum of one month of operating expenses, not including technical training costs, to be maintained as an operational reserve. The SATCC met this covenant as the nearly $2.9 million unrestricted net financial asset balance exceeded the approximate $550,000 required under this policy.

2016-17 Budget Overview

The SATCC has budgeted a deficit of $1.012 million in 2016-17 (including amortization). This is based on expenses falling less quickly than revenues.

Total expenses are budgeted at $28.7 million in 2016-17. This represents an approximate decrease of $537,000, or 1.8 per cent, compared to the $29.2 million in total expenses in 2015-16. Softening demand for technical training (e.g. 6,500 seats being budgeted in 2016-17 compared to 6,834 seats purchased in 2015-16) is expected to reduce training costs by approximately $775,000. However, inflationary pressures in other expenses are expected to partially offset the reduction in training expenses. Total revenues are expected to decrease from $29.0 million in 2015-16 to $27.7 million in 2016-17, which represents a 4.4 per cent decline. The GRF grant was decreased by $1 million due to the decrease in the number of training seats to be purchased. However, due to timing differences in fiscal years, the SATCC expects the GRF grant to decrease by $1.25 million in 2016-17.

Client Fees collected are also expected to decline modestly (by approximately $40,000). Fewer apprentices are expected to attend technical training in 2016-17. This decline in tuition collected will be offset by a tuition increase (from $85 to $95 per week). Fewer administrative fees are expected to be collected as well, due to the softening demand for apprenticeship. However, this will be partially offest by increasing the registration fee from $150 to $175.

Financial Results

Management Report
September 6, 2016

The consolidated financial statements have been prepared by management in accordance with Canadian public sector accounting standards. Financial statements are not precise because they include certain amounts based on estimates and judgments.

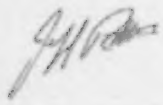
Management has ensured the consolidated financial statements are presented fairly in all material respects. The financial information presented elsewhere in the annual report is consistent with that in the financial statements. Management has ensured the organization is in compliance with the provisions of legislation and related authorities.

Management maintains a system of internal controls over accounting and administrative practices to ensure the information presented is accurate and reliable. These measures provide reasonable assurance that transactions are recorded and executed in compliance with legislation and required authority, and assets are adequately safeguarded.

The Commission Board is responsible for reviewing and approving the consolidated financial statements and, primarily through its Audit and Finance Committee, ensures that management fulfills its responsibilities for financial reporting. The Audit and Finance Committee is appointed by the board and is composed of directors who are not employees of SATCC.

The Audit and Finance Committee meets periodically with management and the auditor to discuss internal controls, auditing matters and financial and reporting issues to satisfy itself that each party is properly discharging its responsibilities. The audit committee reviews the financial statements and the auditors' report. The Audit and Finance Committee reports its findings to the Board for its consideration when approving the financial statements for issuance.

The consolidated financial statements have been audited by the Provincial Auditor of Saskatchewan in accordance with Canadian generally accepted auditing standards. The report follows.



Jeff Ritter
Chief Executive Officer

PROVINCIAL AUDITOR
of Saskatchewan

INDEPENDENT AUDITOR'S REPORT

To: The Members of the Legislative Assembly of Saskatchewan

I have audited the accompanying financial statements of the Saskatchewan Apprenticeship and Trade Certification Commission, which comprise the consolidated statement of financial position as at June 30, 2016, and the consolidated statement of operations and accumulated surplus, consolidated statement of change in net financial assets, and consolidated statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with Canadian public sector accounting standards for Treasury Board's approval, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

My responsibility is to express an opinion on these consolidated financial statements based on my audit. I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Opinion

In my opinion, the consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Saskatchewan Apprenticeship and Trade Certification Commission as at June 30, 2016, and the consolidated results of its operations, consolidated changes in net financial assets, and its consolidated cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Judy Ferguson

Regina, Saskatchewan
September 19, 2016

Judy Ferguson, FCPA, FCA
Provincial Auditor

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Saskatchewan Apprenticeship and Trade Certification Commission
Consolidated Statement of Financial Position
As at June 30

	2016	2015
Financial Assets:		
Due from General Revenue Fund **(Note 3)**	$ 5,277,336	$ 5,589,385
Accounts Receivable **(Note 6)**	216,361	136,392
Total Financial Assets	**5,493,697**	**5,725,777**
Liabilities:		
Accounts Payable and Accrued Liabilities	497,540	449,997
Accrued Leave Liabilities	265,026	282,179
Deferred Revenue **(Note 7)**	987,310	1,089,940
Deferred Contributions **(Note 8)**	735,598	767,283
Total Liabilities	**2,485,474**	**2,589,398**
Net Financial Assets (Note 10)	**3,008,223**	**3,136,379**
Non-Financial Assets:		
Tangible Capital Assets **(Schedule 1)**	171,530	304,468
Inventory of Promotional Supplies	6,598	7,016
Prepaid Expenses	60,162	54,495
Total Non-Financial Assets	**238,290**	**365,979**
Accumulated Surplus (Statement 2)	**$ 3,246,513**	**$ 3,502,358**

(See accompanying notes to the financial statements)

Saskatchewan Apprenticeship and Trade Certification Commission
Consolidated Statement of Operations and Accumulated Surplus
For the Year Ended June 30

	2016 Budget (Note 12)	2016 Actual	2015 Actual
Revenue:			
Grants - General Revenue Fund	$ 23,406,000	$ 23,406,000	$ 22,655,999
Client Fees	5,341,700	5,202,731	4,984,031
Industry Contributions	-	53,000	60,000
Products and Services	198,500	287,342	251,997
Interest	70,000	38,791	60,902
Total Revenue	**29,016,200**	**28,987,864**	**28,012,929**
Expenses:			
Salaries and Personnel	4,681,100	4,639,803	4,336,238
Program Contractual Services	22,896,100	22,158,606	21,576,620
Other Contractual Services	963,700	818,740	809,339
Board Expenses **(Note 11)**	167,700	152,010	166,651
Travel	251,900	180,023	180,984
Telephone	67,400	68,752	64,165
Advertising, Promotion, and Printing	293,000	267,396	297,991
Space Rental	470,500	454,149	454,023
Equipment Rental	35,400	34,886	34,044
Office Supplies	87,900	105,678	57,118
Postage, Courier, and Freight	140,000	141,630	133,206
Other	66,400	74,841	70,129
Amortization	147,100	147,195	147,665
Total Expenses	**30,268,200**	**29,243,709**	**28,328,173**
Annual Deficit	(1,252,000)	(255,845)	(315,244)
Accumulated Surplus, Beginning of Year	**3,502,358**	**3,502,358**	**3,817,602**
Accumulated Surplus, End of Year (to Statement 1)	**$ 2,250,358**	**$ 3,246,513**	**$ 3,502,358**

(See accompanying notes to the financial statements)

Saskatchewan Apprenticeship and Trade Certification Commission
Consolidated Statement of Change in Net Financial Assets
For the Year Ended June 30

	2016 Budget (Note 12)	2016	2015
Annual Deficit	$(1,252,000)	$ (255,845)	$ (315,244)
Purchase of Tangible Capital Assets	(17,500)	(14,288)	(2,673)
Amortization of Tangible Capital Assets	147,100	147,195	147,665
Loss on Disposal of Tangible Assets	-	30	91
	129,600	**132,937**	**145,083**
Acquisition of Prepaid Expenses	-	(5,667)	6,456
Decrease in Inventory of Promotional Supplies	-	419	1,969
	-	(5,248)	**8,425**
Decrease in Net Financial Assets	(1,122,400)	(128,156)	(161,736)
Net Financial Assets, Beginning of Year	**3,136,379**	**3,136,379**	**3,298,115**
Net Financial Assets, End of Year	**$ 2,013,979**	**$ 3,008,223**	**$ 3,136,379**

(See accompanying notes to the financial statements)

Saskatchewan Apprenticeship and Trade Certification Commission
Consolidated Statement of Cash Flows
For the Year Ended June 30

	2016	2015
Operating Activities:		
Cash Receipts from General Revenue Fund	$ 23,406,000	$ 22,655,999
Cash Receipts from Clients	5,051,086	4,931,387
Industry Contributions Received	21,315	97,083
Receipts from Sales of Products and Services	249,349	244,932
Interest Received	41,017	64,858
Cash Paid to Employees	(4,765,288)	(4,386,465)
Cash Paid to Provide Program Services	(22,046,553)	(21,486,494)
Cash Paid to Suppliers	(2,254,687)	(2,289,314)
Cash Used by Operating Activities	(297,761)	(168,014)
Capital Activities:		
Purchase of Tangible Capital Assets	(14,288)	(2,673)
Cash Applied to Capital Activities	(14,288)	(2,673)
Decrease in Cash	(312,049)	(170,687)
Due from General Revenue Fund, Beginning of Year	**5,589,385**	**5,760,072**
Due from General Revenue Fund, End of Year	$ **5,277,336**	$ **5,589,385**

(See accompanying notes to the financial statements)

Saskatchewan Apprenticeship and Trade Certification Commission
Notes to the Consolidated Financial Statements
For the Year Ended June 30, 2016

1. Description of Business

The Saskatchewan Apprenticeship and Trade Certification Commission (SATCC) was established as an entity by *The Apprenticeship and Trade Certification Act, 1999* effective October 1, 1999. The SATCC is an industry-led agency with a mandate to govern and manage the apprenticeship system in Saskatchewan. The purpose of the SATCC is to develop industry occupational standards in apprenticeship trades and to provide services to employers and tradespersons supporting certification based on those standards.

2. Significant Accounting Policies

These financial statements are prepared in accordance with generally accepted accounting principles as recommended by the Public Sector Accounting Board of CPA Canada and reflect the following significant accounting policies.

a) The Basis of Accounting

The accounts are prepared on the accrual basis of accounting.

b) Revenue

The revenue of the SATCC consists of monies provided by the General Revenue Fund (Ministry of the Economy and Ministry of Advanced Education) to operate the SATCC and train apprentices, industry contributions, client fees which includes fees charged to apprentices as well as Saskatchewan Advantage Scholarship funds from the Ministry of Advanced Education for those apprentices that qualified, monies collected from the sale of services, and interest revenue. Restricted contributions are deferred and recognized as revenue in the year in which the related expense is incurred. Amounts received for tuition fees, and products and services are recognized as revenue in the year that the goods are delivered or services are provided. Government transfers are recorded as revenue in the year they are authorized, any eligibility criteria are met, and a reasonable estimate of the amount can be made except to the extent that transfer stipulations give rise to an obligation that meets the definition of a liability.

c) Expenses

Expenses represent the cost of resources consumed during the period of operations. Expenses include a provision for the amortization of tangible capital assets.

d) Inventories

Inventories of promotional supplies are valued at cost and are expensed as they are consumed.

e) Tangible Capital Assets

Tangible capital asset purchases are recorded at cost.

Tangible capital assets are amortized on a straight-line basis over the following estimated useful life of the asset.

Office Equipment	5 years
Office Furniture	10 years
Computer Hardware	3 years
Leasehold Improvements	Life of lease
Computer Application Software	3 years
System Development	5 years

f) Joint Venture

The SATCC has a 2.9% share in a joint venture called the Inter-Provincial Computerized Examination Management System (ICEMS). The results of the joint venture operations have been included in these financial statements using the proportionate consolidation method.

g) Use of Estimates

These statements are prepared in conformity with Canadian public sector accounting standards. These standards require management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date the financial statements and the reported amounts of revenue and expenses during the period. Actual results could differ from those estimates. Differences are reflected in current operations when identified.

3. Due from the General Revenue Fund

The monies of the SATCC are deposited in the General Revenue Fund. Earned interest is calculated and paid by the General Revenue Fund on a quarterly basis using the Government's thirty day borrowing rate and the SATCC's average daily account balance. The average rate for the period July 1, 2015 to June 30, 2016 was 0.565% (2015 - 0.854%).

4. Related Party Transactions

These financial statements include transactions with related parties. The SATCC is related to all Saskatchewan Crown agencies, such as ministries, corporations, boards, and commissions under the common control of the Government of Saskatchewan.

Routine operating transactions with related parties are recorded at the rates charged by those organizations and are settled on normal trade terms. In addition, the SATCC pays Provincial Sales Tax to the Ministry of Finance on all its taxable purchases. Taxes paid are recorded as part of the cost of those purchases.

The SATCC has not been charged with any administrative costs associated with administrative services provided by the Ministry of the Economy and the Ministry of Finance. Also, the Ministry of Finance paid for the employee benefits of the SATCC.

The following table summarizes the SATCC's transactions with other Government agencies that are not separately disclosed in the financial statements. These transactions are in the normal course of operations and are recorded at agreed upon exchange amounts.

	2016	2015
Expenses:		
Ministry of Central Services	$ 605,486	$ 571,802
Great Plains College	43,652	150
Parkland College	202,655	204,627
SaskTel	68,596	64,556
SaskPower	444,629	379,612
Saskatchewan Polytechnic	20,112,745	19,767,280
Southeast College	27,512	340
Tourism Saskatchewan	45,873	37,911
Western Trade Training Institute	276,292	180,413
Other Related Party Transactions	13,311	50,920
	$ 21,840,751	**$ 21,257,611**
Accounts Payable:	**$ 355,499**	**$ 166,069**
Accounts Receivable:	**$ 152,554**	**$ 117,513**

Other transactions and amounts due to and from related parties are described separately in the financial statements and notes.

Interprovincial Computerized Examination Management System (ICEMS)

The Province of Saskatchewan entered into an agreement with the Government of Canada, the nine other provincial governments and the three territorial governments to develop an Interprovincial Computerized Examination Management System (ICEMS). The SATCC is a member of the ICEMS Steering Committee. The SATCC has joint control over the operating policies of ICEMS. The SATCC's pro-rata share of its interest in this joint venture is as follows:

	2016	2015
Due from General Revenue Fund (GRF)	$ 8,172	$ 23,325
Accounts Receivable	1,138	477
Accounts Payable and Accrued Liabilities	803	1,905
Deferred Revenue	-	19,308
Revenue – Products and Services	4,636	23,653
Expenses – Other Contractual Services	18,025	21,882

The Federal Government collects the monies for ICEMS from the provinces and territories and forwards them to the SATCC. The ICEMS Steering Committee approves disbursements from monies held in trust by the SATCC to pay for the development of the ICEMS. Since these monies are held in trust for the ICEMS joint venture, they are not reflected in these financial statements, except as noted above.

At June 30, 2016 the SATCC held in trust cash for ICEMS in the amount of $281,863 (2015-$804,539). During the year, the SATCC received $137,093 (2015-$1,484,592) for ICEMS and disbursed $659,769 (2015-$740,355).

5. Financial Instruments

The SATCC's financial instruments include: due from General Revenue Fund; accounts receivable; accounts payable and accrued liabilities; and accrued leave liabilities. Due from General Revenue Fund is recorded at cost. Accounts receivable, accounts payable and accrued liabilities, and accrued leave liabilities are recorded at amortized cost. The carrying amount of these financial instruments approximates fair value due to their immediate or short-term maturity. The SATCC is not exposed to significant credit, interest rate or liquidity risk from these financial instruments.

6. Accounts Receivable

Accounts receivable are composed of the following:

	2016	2015
Interest receivable	$ 8,776	$ 11,493
Client fees receivable	156,880	111,085
Other	50,705	13,814
Total Accounts Receivable	**$ 216,361**	**$ 136,392**

7. Deferred Revenue

Deferred revenue is comprised of $987,310 in tuition fees received from apprentices before June 30, 2016, for training which will occur after June 30, 2016.

8. Deferred Contributions

Deferred Contributions represents unexpended funds externally restricted for the Saskatchewan Youth Apprenticeship Industry Scholarships and Saskatchewan Innovation and Opportunity Scholarship Programs. In 2015-16, the SATCC received funds from industry totaling $16,000 (2015 - $30,000). In 2015-16, $5,315 was earned in interest (2015-$8,083).

9. Operating Lease

The SATCC entered into lease agreements for rental space at 2140 Hamilton Street, Regina (expires June 30, 2017), 603-45th Street West, Saskatoon (expires July 31, 2021), and 141-15th Street East, Prince Albert (expires July 31, 2018). The annual lease payments agreed to are:

2016-17	$ 211,844
2017-18	$ 80,300
2018-19	$ 66,000
2019-20	$ 66,000
2020-21	$ 66,000

The SATCC is responsible for the payment of operating expenses related to these premises.

10. Designated Assets

Designated assets represent amounts set aside by the SATCC Board for specific purposes. These amounts are not available for other purposes without written permission of the Board. As of June 30, financial assets have been set aside for the following purposes:

	2016	2015
Financial assets designated for Aboriginal initiatives	$ 102,253	$ 136,496
Financial assets designated for Saskatchewan Youth Apprenticeship Industry Scholarship Program	27,402	213,717
Undesignated financial assets	2,878,568	2,786,166
Total Net Financial Assets	**$ 3,008,223**	**$ 3,136,379**

11. Board Expenses

The Apprenticeship and Trade Certification Act, 1999 establishes the SATCC Board and Trade Boards. The *Apprenticeship and Trade Certification Commission Regulations* establishes the Curriculum and Examination Development Boards and Trade Examining Boards. Honoraria and Travel expenses are paid to these board members for attendance at meetings.

The SATCC Board manages the business and affairs of the SATCC to ensure that they are conducted in accordance with *The Apprenticeship and Trade Certification Act, 1999* and regulations.

Other Boards in the table below include Trade Boards, Trade Examining Boards, and Curriculum and Examination Development Boards. Trade Boards are responsible for reviewing the Human Resource Plans and making recommendations to the SATCC Board regarding entrance requirements, training requirements, certification requirements and changes to regulations. Trade Examining Boards assist in the examination of candidates and assessment of the applicant's past experience and training to determine the applicant's eligibility. The main role of Curriculum and Examination Development Boards is to develop or revise curricula suitable for the training of apprentices and tradespersons, develop or revise examinations to be administered to apprentices and participate in developing, revising and validating inter-provincial standard examinations.

	2016	2015
SATCC Board - Honorarium	$ 9,687	$ 14,222
SATCC Board - Travel	9,774	10,795
SATCC Board - Training	-	2,000
Other Boards - Honorarium	58,610	61,821
Other Boards - Travel	73,939	77,813
Total Board Expenses	**$ 152,010**	**$ 166,651**

12. Budget

The operating budget was approved by the SATCC Board on September 16, 2015.

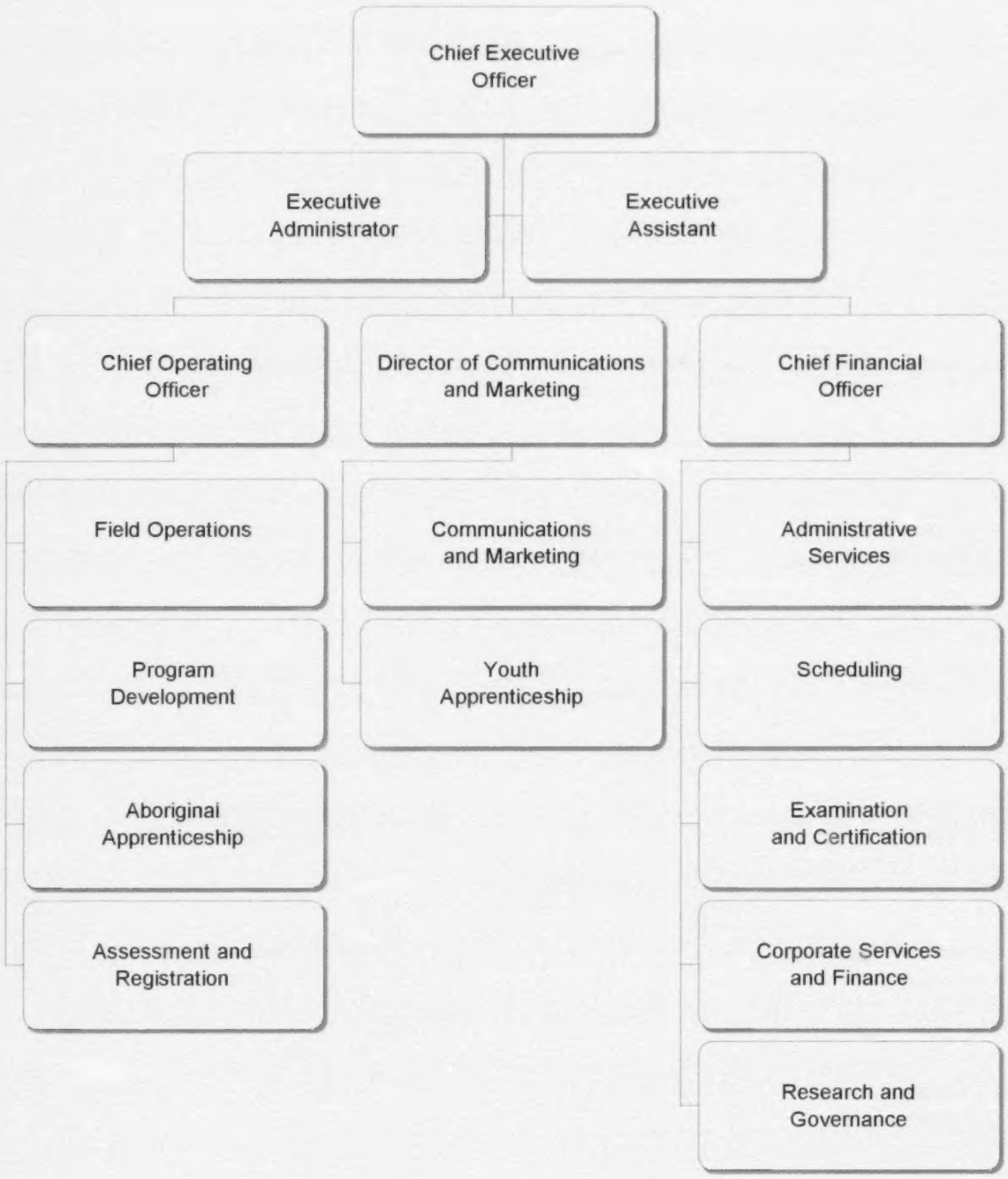
Schedule 1

Saskatchewan Apprenticeship and Trade Certification Commission
Tangible Capital Assets
As at June 30

	2016							2015
	Leasehold Improvements	Office Furniture	Office Equipment	Computer Hardware	Computer Application Software	System Development	Total	Total
Balance at June 30, 2015	$ 965,342	$282,298	$ 49,624	$ 123,901	$ 76,922	$ 253,525	$1,751,612	$ 1,749,083
Additions during the year	-	-	14,288	-	-	-	14,288	2,673
Disposals during the year	-	(309)	-	-	-	-	(309)	(144)
Balance at June 30, 2016	965,342	281,989	63,912	123,901	76,922	253,525	$1,765,591	1,751,612
Opening accumulated amortization	726,027	221,169	45,600	123,901	76,922	253,525	1,447,144	1,299,532
Annual amortization cost	123,399	19,777	4,020	-	-	-	147,196	147,665
Amortization related to disposals	-	(279)	-	-	-	-	(279)	(53)
Closing accumulated amortization	849,426	240,667	49,620	123,901	76,922	253,525	1,594,061	1,447,144
Net book value of tangible capital assets	$ 115,916	$ 41,322	$ 14,292	$ -	$ -	$ -	$ 171,530	$ 304,468

Appendix A:

Organization Chart - June 30, 2016



Appendix B: Key Operational Factors

Key Operational Factors and Activities	July 1, 2015 to June 30, 2016	July 1, 2014 to June 30, 2015
Registered apprentices	9,437	9,953
Newly registered apprentices	2,611	3,014
Youth apprentices	3,265	3,843
Purchase of technical training seats	6,834	6,683
Technical training attendance*	6,834	6,701
Training allowance claims processed	6,519	6,447
Employer consultations	4,445	3,861
Work experience assessments administered	22,484	24,213
Psycho-educational assessments administered	124	117
Written examinations administered	3,265	3,140
Practical examinations administered	440	617
Journeyperson certificates issued	1,971	1,837
Industry board/committee meetings held	128	153
Foreign trained worker consultations	137	215
Foreign trained worker assessment documents processed	1,958	5,176**
Revenue generation (total non-grant revenue)***	5,581,864	5,356,930

** Technical Training Attendance includes apprentices who were sent out of province for technical training. These apprentices are not counted in the Purchase of Technical Training Seats.*
*** This number is restated for 2014-15 due to a change in the method for calculating the total.*
**** Revenue generation was reported incorrectly in 2014-15. Only client fee revenue ($4,984,031) was reported not total non-grant revenue.*

Saskatchewan Apprentices: Registrations, Completions and Cancellations Five Year Overview 2010-11 to 2014-15					
Year	Newly Registered Apprentices	Journeyperson Certificates Issued (includes both apprentices and trade qualifiers)	Completions	Cancellations	Total Registered Apprentices
2015-16	2,611	1,971	1,657	1,470	9,437
2014-15	3,014	1,799	1,594	1,819	9,953
2013-14	3,059	1,851	1,501	1,229	10,352
2012-13	3,348	1,664	1,521	1,528	10,023
2011-12	3,202	1,682	1,541	1,379	9,724

Certificates issued from July 1, 2015 to June 30, 2016:

- Journeyperson* - 1,971
- Proficiency* - 51
- Completion of Apprenticeship* - 1,657
- Learners* - 237
- Apprentice Year Cards (issued to each apprentice at the completion of a level of training) - 7,267

For an explanation of the type of certificates issued, please see Page 54, Appendix H: Definitions of Terms Used in This Report.

Saskatchewan Apprentice Registrations of Under-Represented Groups 2011-12 to 2015-16						
Year	**Total Number of Equity Members**	**Total Women**	**Women in Traditionally Male Trades**	**Aboriginal People**	**Visible Minority**	**People with Disabilities**
2015-16	2,677	879	464	1,436	315	511
2014-15	2,553*	907	454	1,388	283	429
2013-14	2,516*	946	445	1,532	238	245
2012-13	2,343*	884	377	1,383	214	239
2011-12	2,307*	950	355	1,288	174	250

** These totals are restated due to an error in the calculations where women in traditionaliy male trades were double counted.*

Saskatchewan Youth Apprenticeship Program Five-Year Overview 2011-12 to 2015-16					
Year	**Total Number of High Schools Enrolled**	**Total Number of Students Registered as Youth Apprentices**	**Total Number of Students Issued a Certificate of Completion**	**Total Number of Youth Apprentices Who Registered as Apprentices in the Regular Apprenticeship Program**	**Total Number of SYA Presentations to School Groups**
2015-16	303	3,265	623	135	236
2014-15	300	3,863	507	146	220
2013-14	287	4,036	534	130	234
2012-13	277	3,791	305*	122	316
2011-12	265	3,508	743	151	327

** Decrease in numbers due to a change in tracking and issuing of completion certifications. Previous numbers include students completing each level. Now the number reflects only those who are completed or will no longer be taking part in the program.*

Aboriginal Apprenticeship Participation 2011-12 to 2015-16						
Year	**Total Aboriginal Apprentices Registered at June 30**	**First Nations***	**Métis**	**Total Aboriginal Journeyperson Certificates Issued (includes both apprentices and trade qualifiers)**	**First Nations***	**Métis**
2015-16	1,436	940	496	165	101	64
2014-15	1,388	899	489	143	68	75
2013-14	1,532	1,002	530	124	74	50
2012-13	1,383	909	474	144	73	71
2011-12	1,288	--	--	112	--	--

** Includes Inuit.*
-- No data available.
Aboriginal individuals made up 15.2% of all registered apprentices in 2015-16.
Aboriginal individuals were issued 8.4% of all journeyperson certificates in 2015-16.

Appendix C: Registrations, Completions and Cancellations by Designated Trade 2015-16

Trade	Number of Apprentices June 30, 2015	Registrations	Cancellations	Completions	Number of Apprentices June 30, 2016
Agricultural Equipment Technician	247	62	19	40	250
Aircraft Maintenance Engineer Technician*					
Automotive Service Technician	364	117	37	56	388
Boilermaker	32	3	0	12	23
Bricklayer	47	14	14	5	42
Cabinetmaker	13	0	6	1	6
Carpenter	1,170	316	127	200	1,159
Sub-trade: Framer	9	0	5	0	4
Sub-trade: Scaffolder	235	98	27	21	285
Construction Craft Labourer	13	17	1	0	29
Construction Electrician	2,096	425	217	392	1,912
Cook	140	30	53	11	106
Drywall and Acoustical Mechanic	20	0	0	0	20
Electronics Assembler	3	0	2	0	1
Esthetician - Nail Technician	3	1	0	1	3
Esthetician - Skin Care Technician	6	3	0	3	6
Food and Beverage Person	36	14	23	4	23
Glazier	9	1	1	1	8
Guest Services Representative	15	6	6	1	14
Hairstylist	329	201	84	125	321
Heavy Duty Equipment Technician	350	93	36	50	357
Industrial Mechanic (Millwright)	499	126	66	99	460
Instrumentation and Control Technician	170	47	33	27	157
Insulator (Heat and Frost)	58	16	10	17	47
Ironworker (Reinforcing)	10	0	0	0	10
Ironworker (Structural/Ornamental)	123	21	5	24	115
Landscape Horticulturist	2	1	0	0	3
Lattice Boom Crane Operator	5	0	5	0	0
Locksmith	3	1	1	0	3
Machinist	107	30	4	22	111
Meat Cutter	0	0	0	0	0
Endorsement: Processor	0	0	0	0	0
Endorsement: Slaughterer	0	0	0	0	0
Metal Fabricator (Fitter)	38	16	1	7	46
Mobile Crane Operator*	21	110	0	20	111
Sub-trade: Boom Truck Operator "A"	67	10	17	12	48

Trade	Number of Apprentices June 30, 2015	Registrations	Cancellations	Completions	Number of Apprentices June 30, 2016
Sub-trade: Boom Truck Operator "B"	4	1	0	0	5
Mobile Crane Operator (Hydraulic)*	76	15	89	0	2
Motor Vehicle Body Repairer (Metal and Paint)	107	46	18	11	124
Sub-trade: Automotive Painter	3	2	1	1	3
Painter And Decorator	8	1	1	2	6
Partsperson	78	39	13	14	90
Pipeline Equipment Operator	0	0	0	0	0
Endorsement: Dozer Operator	0	0	0	0	0
Endorsement: Excavator Operator	0	0	0	0	0
Endorsement: Grader Operator	0	0	0	0	0
Endorsement: Sideboom Operator	0	0	0	0	0
Plasterer	0	0	0	0	0
Plumber	1,165	238	163	179	1,061
Pork Production Technician	0	0	0	0	0
Endorsement: Breeder	0	0	0	0	0
Endorsement: Facilities Maintenance	0	0	0	0	0
Endorsement: Farrowing	0	0	0	0	0
Endorsement: Grower-Finisher	0	0	0	0	0
Endorsement: Nursery Management	0	0	0	0	0
Powerline Technician	278	64	27	43	272
Refrigeration and Air Conditioning Mechanic	118	31	17	20	112
Rig Technician					
- Derrickhand (Level Two)	78	6	10	7	67
- Driller (Level Three)	74	10	26	2	56
- Motorhand (Level One)	160	39	48	5	146
Roofer	20	0	2	0	18
Sheet Metal Worker	318	72	76	30	284
Sprinkler System Installer	60	12	10	8	54
Steamfitter-Pipefitter	247	31	32	43	203
Sub-trade: Petroleum Installer Technician	3	0	0	0	3
Tilesetter	4	3	3	0	4
Tower Crane Operator	9	4	1	0	12
Truck and Transport Mechanic	217	63	29	28	223
Water Well Driller	0	0	0	0	0
Welder	686	155	104	113	624
Sub-trade: Semiautomatic Welding Production Operator	0	0	0	0	0
TOTAL	9,953	2,611	1,470	1,657	9,437

** Aircraft Maintenance Engineer Technicians are registered by Manitoba Apprenticeship, to comply with Transport Canada regulations.*

** Mobile Crane Operator and Mobile Crane Operator (Hydraulic) display a large variance in 2015-16 apprenticeship numbers over 2014-15 since Mobile Crane Operator (Hydraulic) has been de-designated as part of the harmonization process. Apprentices from this trade have been moved to Mobile Crane Operator.*

Appendix D: Attendance in Apprenticeship Technical Training Courses by Trade and Stage of Training 2015-16

Trade	Enrolment Levels				
	All Levels	First	Second	Third	Fourth
Agricultural Equipment Technician	191	69	24	48	50
Aircraft Maintenance Engineer Technician[1]	0	0	0	0	0
Automotive Service Technician	312	110	61	72	69
Boilermaker	33	8	5	9	11
Bricklayer	17	0	10	7	n/a
Cabinetmaker	3	1	1	0	1
Carpenter	793	210	187	149	247
- Framer	0	0	n/a	n/a	n/a
- Scaffolder	122	24	19	55	24
Construction Craft Labourer	0	0	0	n/a	n/a
Construction Electrician	1,744	390	441	469	444
Cook	46	12	12	22	n/a
Drywall and Acoustical Mechanic	0	0	0	0	n/a
Electronics Assembler	0	0	0	n/a	n/a
Esthetician - Nail Technician*	0	0	0	n/a	n/a
Esthetician - Skin Care Technician*	0	0	0	n/a	n/a
Food and Beverage Person**	14	14	n/a	n/a	n/a
Glazier	4	1	1	2	0
Guest Services Representative**	5	5	n/a	n/a	n/a
Hairstylist*	0	0	0	n/a	n/a
Heavy Duty Equipment Technician	259	70	58	72	59
Industrial Mechanic (Millwright)	384	96	72	96	120
Instrumentation and Control Technician	65	16	28	9	12
Insulator (Heat and Frost)	36	11	12	13	n/a
Ironworker (Reinforcing)	0	0	0	n/a	n/a
Ironworker (Structural/Ornamental)	84	36	24	24	n/a
Landscape Horticulturist	2	0	1	1	0
Locksmith	1	0	1	0	n/a
Machinist	60	12	0	24	24
Meat Cutter	0	0	0	0	n/a
Metal Fabricator (Fitter)	32	11	10	11	n/a
Mobile Crane Operator	67	26	14	27	n/a
- Boom Truck Operator A	32	20	12	n/a	n/a
- Boom Truck Operator B	1	1	0	n/a	n/a

Trade	Enrolment Levels				
Motor Vehicle Body Repairer (Metal and Paint)	87	20	19	32	16
- Automotive Painter	1	0	1	n/a	n/a
Painter and Decorator	1	0	0	1	n/a
Partsperson	69	32	21	16	n/a
Pipeline Equipment Operator[2]	0	0	0	n/a	n/a
Plasterer[3]	0	0	0	0	n/a
Plumber	937	294	224	238	181
Pork Production Technician	0	0	0	n/a	n/a
Powerline Technician	259	60	78	70	51
Recreation Vehicle Service Technician	0	0	0	0	0
Refrigeration and Air Conditioning Mechanic	82	24	22	13	23
Rig Technician	0	0	0	0	n/a
Roofer	0	0	0	0	n/a
Sheet Metal Worker	225	71	82	24	48
Sprinkler System Installer	33	13	13	7	n/a
Steamfitter/Pipefitter	154	14	42	42	56
- Petroleum Installer Technician	1	0	1	0	n/a
Tilesetter	0	0	0	n/a	n/a
Tower Crane Operator	2	2	0	n/a	n/a
Truck and Transport Mechanic	156	48	36	48	24
Water Well Driller	0	0	0	n/a	n/a
Welder	358	84	143	131	n/a
- Semiautomatic Welding Production Operator	0	0	n/a	n/a	n/a
Apprentices trained (including OOP+ and Upgraders)	6,834	1,805	1,675	1,732	1,460
Apprentices trained (including OOP+, no Upgraders)	6,672				
Apprentices trained (including Upgraders, no OOP)+	6,746				
Apprentices trained (no OOP+, no Upgraders)	6,584				

[1]Aircraft Maintenance Engineer Technicians are registered with Manitoba Apprenticeship
[2]Pipeline Equipment Operator - There is presently no technical training available in Saskatchewan for this trade
[3]Plasterer - There is presently no technical training available in Canada for this trade
** Technical training is completed prior to registration.*
***Technical training is in partnership with Saskatchewan Tourism*
n/a - Not Applicable
+OOP - Apprentices who received technical training Out of Province.

Appendix E:

Journeyperson Examinations 2015-16

Trade	Total Exams Written	Total Successful	Total Unsuccessful
Agricultural Equipment Technician	63	49	14
Aircraft Maintenance Engineer Technician*	n/a	n/a	n/a
Automotive Service Technician	88	70	18
Boilermaker	13	11	2
Bricklayer	10	6	4
Cabinetmaker	1	1	0
Carpenter	330	226	104
Sub-trade: Framer	n/a	n/a	n/a
Sub-trade: Scaffolder	42	28	14
Construction Craft Labourer	21	8	13
Construction Electrician	549	416	133
Cook	66	22	44
Drywall and Acoustical Mechanic	n/a	n/a	n/a
Electronics Assembler	n/a	n/a	n/a
Esthetician - Nail Technician	10	10	0
Esthetician - Skin Care Technician	10	9	1
Food and Beverage Person	n/a	n/a	n/a
Glazier	1	0	1
Guest Services Representative	n/a	n/a	n/a
Hairstylist	211	148	63
Heavy Duty Equipment Technician	110	78	32
Industrial Mechanic (Millwright)	154	122	32
Instrumentation and Control Technician	52	30	22
Insulator (Heat and Frost)	16	11	5
Ironworker (Reinforcing)	n/a	n/a	n/a
Ironworker (Structural/Ornamental)	42	34	8
Landscape Horticulturist	n/a	n/a	n/a
Locksmith	n/a	n/a	n/a
Machinist	31	21	10
Meat Cutter	1	1	0
Endorsement: Processor	n/a	n/a	n/a
Endorsement: Slaughterer	n/a	n/a	n/a
Metal Fabricator (Fitter)	18	10	8
Mobile Crane Operator	31	27	4
Sub-trade: Boom Truck Operator "A"	24	22	2
Sub-trade: Boom Truck Operator "B"	3	3	0
Sub-trade: Lattice Boom Crane Operator	n/a	n/a	n/a

Trade	Total Exams Written	Total Successful	Total Unsuccessful
Mobile Crane Operator (Hydraulic)	3	0	3
Motor Vehicle Body Repairer (Metal and Paint)	21	18	3
Sub-trade: Automotive Painter	1	1	0
Painter and Decorator	6	2	4
Partsperson	39	18	21
Pipeline Equipment Operator			
Endorsement: Dozer Operator	n/a	n/a	n/a
Endorsement: Excavator Operator	n/a	n/a	n/a
Endorsement: Grader Operator	n/a	n/a	n/a
Endorsement: Sideboom Operator	n/a	n/a	n/a
Plasterer	n/a	n/a	n/a
Plumber	270	180	90
Pork Production Technician			
Endorsement: Breeder	n/a	n/a	n/a
Endorsement: Facilities Maintenance	n/a	n/a	n/a
Endorsement: Farrowing	n/a	n/a	n/a
Endorsement: Grower-Finisher	n/a	n/a	n/a
Endorsement: Nursery Management	n/a	n/a	n/a
Powerline Technician	54	46	8
Recreation Vehicle Service Technician	1	1	n/a
Refrigeration and Air Conditioning Mechanic	30	23	7
Rig Technician			
- Derrickhand (Level Two)	1	0	1
- Driller (Level Three)	9	6	3
- Motorhand (Level One)	1	0	1
Roofer	10	7	3
Sheet Metal Worker	55	30	25
Sprinkler System Installer	7	5	2
Steamfitter-Pipefitter	117	63	54
Sub-trade: Petroleum Installer Technician	n/a	n/a	n/a
Tilesetter	n/a	n/a	n/a
Tower Crane Operator	2	2	n/a
Truck and Transport Mechanic	60	42	18
Water Well Driller	n/a	n/a	n/a
Welder	262	154	108
Sub-trade: Semiautomatic Welding Production Operator	1	0	1
TOTAL	2,847	1,961	886

**Aircraft Maintenance Engineer Technicians are registered with Manitoba Apprenticeship to comply with Transport Canada regulations.*
n/a - No examination available.

Appendix F: Saskatchewan's Designated Trades and Industry Sectors

Agriculture, Tourism and Service Sector

Cook (IP)
Esthetician
- Nail Technician
- Skin Care Technician

Food and Beverage Person
Guest Services Representative
Hairstylist (IP)
Landscape Horticulturist (IP)
- □ Elm Tree Pruner

Locksmith
Meat Cutter
- □ Processor
- □ Slaughterer

Pork Production Technician
- Breeder
- Facilities Maintenance
- Farrowing
- Grower-Finisher
- Nursery Management

Construction Sector

Boilermaker (IP)
Bricklayer (IP)
Cabinetmaker (IP)
Carpenter (IP)
- □ Framer
- □ Scaffolder

Construction Craft Labourer (IP)
Construction Electrician (IP)*+
Drywall and Acoustical Mechanic (IP)
Glazier (IP)
Industrial Mechanic (Millwright) (IP)*
Insulator (Heat and Frost) (IP)
Ironworker (Reinforcing) (IP)
Ironworker (Structural/Ornamental) (IP)
Mobile Crane Operator (IP)
- □ Boom Truck Operator "A"
- □ Boom Truck Operator "B"
- □ Lattice Boom Crane Operator

Mobile Crane Operator (Hydraulic) (IP)
Painter and Decorator (IP)
Pipeline Equipment Operator
- Dozer Operator
- Excavator Operator
- Grader Operator
- Sideboom Operator

Plasterer
Plumber (IP)+
Powerline Technician (IP)
Refrigeration and Air Conditioning Mechanic (IP)*+
Roofer (IP)
Sheet Metal Worker (IP)+
Sprinkler System Installer (IP)
Steamfitter-Pipefitter (IP)
- □ Petroleum Installer Technician

Tilesetter (IP)
Tower Crane Operator (IP)
Water Well Driller

Production and Maintenance Sector

Construction Electrician (IP)*+
Electronics Assembler
Industrial Mechanic (Millwright) (IP)*
Instrumentation and Control Technician (IP)
Machinist (IP)
Metal Fabricator (Fitter) (IP)
Refrigeration and Air Conditioning Mechanic (IP)*+
Rig Technician (IP)
- Motorhand (Level One)
- Derrickhand (Level Two)
- Driller (Level Three) (IP)

Welder (IP)
- □ Semiautomatic Welding Production Operator

Motive Repair Sector

Agricultural Eqiupment Technician (IP)
Aircraft Maintenance Engineer Technician
Automotive Service Technician (IP)
Heavy Duty Equipment Technician (IP)
Motor Vehicle Body Repairer (Metal and Paint) (IP)
- □ Automotive Painter (IP)

Partsperson (IP)
Recreation Vehicle Service Technician (IP)
Truck and Transport Mechanic (IP)

□ *Represents a sub-trade or endorsement*
• *Represents a journeyperson certificate in the trade specialty*
* *The designated trade is part of more than one industry sector*
(IP) *This trade or sub-trade is recognized with the Red Seal interprovincial status*
\+ *Compulsory Trade*

Appendix G: Balanced Scorecard Reference Table

Measure	Description	Purpose	Methodology	2015-16 Target Explanation
New Apprentice Registrations Lead: Corporate Services	The number of newly registered apprentices is an indicator of growth in the SATCC system.	Due to the demand nature of the apprenticeship system, the number of newly registered apprentices is outside the control of the SATCC. It is a key operational indicator and is an important variable to be considered in budgetary and technical training planning.	The 5 year average of percentage increase or (decrease) year over year.	08-09 to 09-10 (8.6) 09-10 to 10-11 4.6 10-11 to 11-12 12.2 11-12 to 12-13 2.7 12-13 to 13-14 (1.7) 5 yr Avg 1.8 1.8% increase of 3,059 = 3,114 rounded to 3,100
Total Apprentices Lead: Corporate Services	The total number of registered apprentices indicates the size of the SATCC client base requiring services.	Due to the demand nature of the apprenticeship system, the total number of registered apprentices is outside the control of the SATCC. It is a key operational indicator and is an important variable to be considered in budgetary and technical training planning.	The 5 year average of percentage increase or (decrease) year over year.	08-09 to 09-10 2.4 09-10 to 10-11 3.3 10-11 to 11-12 3.0 11-12 to 12-13 3.1 12-13 to 13-14 3.3 5 yr Avg 3.2 3.2% increase of 10,352 = 10,683 rounded to 10,000

Measure	Description	Purpose	Methodology	2015-16 Target Explanation
Total Employers Lead: Corporate Services	Employers of apprentices drive demand for apprenticeship services.	The more employers engaged with apprenticeship, the higher the demand for SATCC services.	The 5 year average of the number of employers.	2009-10 2,649 2010-11 2,730 2011-12 2,618 2012-13 2,750 2013-14 2,813 5 yr Avg 2,712 Rounded up to 2,800 There was an upward trend in this category. The target was chosen based on rounding down the 2013-14 number of employers rather than 5 yr Avg. It was believed the impact of a recent Employer Engagement campaign would offset reductions due to anticipated slower economic growth.
Journeyperson Certificates Issued Lead: Corporate Services	The more journeyperson certificates (JP's) issued the more skilled workers available to the Saskatchewan labour market.	This outcome will directly impact the achievement of the SATCC Vision and Mission.	The 5 year average as a percentage of total number of apprentices. In 2013-14 number of JP's issued was the highest number in SATCC history.	2009-10 13.8 2010-11 16.7 2011-12 17.3 2012-13 16.6 2013-14 17.9 5 yr Avg 16.0 16.0% of 10,352 = 1,656 rounded to 1,700

Measure	Description	Purpose	Methodology	2015-16 Target Explanation
Real Completion Rate (RCR) Lead: Corporate Services	SK was not included in a 2003 national cohort study for apprentice completion rates due to data limitations. In 2012-13, the SATCC adopted the Alberta methodology for cohort completion calculation.	The higher the completion rate, the greater the number of journeypersons available to the labour market and the greater the return on the Province's investment in training.	This method follows individuals through the system and takes the # of apprentices who get JP status (within 2 years after expected end of program) divided by the # of apprentices who complete Level One in a given year. It excludes hair stylists and electronics assemblers as these trades do not follow the traditional apprentice training routes. An overall completion rate is calculated annually based on the completion rate for each trade. The completion rate for compulsory and non-compulsory trades is calculated on an annual basis (at year end) for information.	2009-10 59.2 2010-11 58.9 2011-12 64.7 2012-13 65.4 2013-14 61.1 5 yr Avg 62.2% Rounded to 62% The target is based on the rolling 5 year average for the completion rate based on a weighted average using the number of apprentices in each trade. Overall completion rate The completion rate and averages for compulsory and non-compulsory groups are included below for information. Compulsory trades 2009-10 63.8 2010-11 65.5 2011-12 73.4 2012-13 73.7 2013-14 69.3 5 yr Avg 70.2 Non-compulsory trades 2009-10 57.1 2010-11 56.0 2011-12 61.2 2012-13 61.4 2013-14 57.5 5 yr Avg 57.8

Measure	Description	Purpose	Methodology	2015-16 Target Explanation
Red Seal Exam Pass Rate Lead: Apprenticeship	The Red Seal secretariat publishes the percentage of apprentices who are successful at passing the Red Seal journeyperson exam in their given trade, on an annual basis. The information is available for SK apprentices and all of Canada.	The higher the success of SK apprentices on the Red Seal exam, the greater the number of journeypersons available to the labour market.	The SATCC reports the results for the previous calendar year as audited by Statistics Canada; the results are received in June of the following year (the 2015 results will be received in June 2016).	The success rate has been increasing in the last few years, so in order to create a stretch target, management chose 80%.
Technical Training Seats Lead: Corporate Services	Apprentices receive training on the job and by attending technical training. In order to achieve journeyperson certification an apprentice must attend technical training on an annual basis, as well as accumulating on the job training.	This outcome will directly impact the achievement of the SATCC Vision and Mission.	The SATCC uses a forecasting method to determine the number of training seats required for the next three years. It takes into account the current number of active apprentices by trade and by level of training. It also uses historical data related to attendance patterns on a trade by trade basis and historical growth patterns over the past 5 years.	7,000 training seats purchased, increased from 6,700 training seats (4.5% increase) purchased in 2014-15. In 2015-16 quarterly targets will be set in the master training plan.
Apprentice Satisfaction with Training Lead: Corporate Services	The Apprentice and Employer Satisfaction survey was conducted in 2007, 2010 and 2013.	To provide apprentice satisfaction with on the job training.	The target is an average of the percentage of apprentices who agreed or strongly agreed with the statement "Overall I am satisfied with the quality of my on the job training."	2007 91 2010 84 2013 88 3 yr Avg 87.6 Rounded to 90% The statistical validity of the survey is 95% certainty within + or -5%. In management's opinion, a target of 90% is reasonable.

Measure	Description	Purpose	Methodology	2015-16 Target Explanation
Employer Satisfaction with Training Lead: Corporate Services	The Apprentice and Employer Satisfaction survey was conducted in 2007, 2010 and 2013.	To provide employer satisfaction with quality of the journeyperson as a proxy for satisfaction with the training.	The target is an average of the percentage of employers who agreed or strongly agreed with the statement "Overall I am satisfied with the quality of the journeyperson following completion of apprenticeship."	2007 86 2010 82 2013 81 3 yr Avg 83.0 Rounded to 85% The statistical validity of the survey is 95% certainty within + or -5%. In management's opinion, a target of 85% is reasonable.
Aboriginal Apprentices Registered Lead: Corporate Services	The number of Aboriginal apprentices registered at year end.	Maintain a representative proportion of the SK Aboriginal population as apprentices compared to the general labour market.	The 5 year average as a percentage of total number of apprentices.	2009-10 14.8 2010-11 13.8 2011-12 13.2 2012-13 13.5 2013-14 13.3 5 yr Avg 13.7 13.7% of 10,352 = 1,418 Rounded to 1,400
Female Apprentices Registered Lead: Corporate Services	The number of female apprentices registered at year end.	Women are under-represented in the SK apprenticeship system compared to the general labour market. This indicator will provide trend information.	The 5 year average as a percentage of total number of apprentices.	2009-10 9.1 2010-11 8.8 2011-12 9.8 2012-13 9.0 2013-14 9.0 5 yr Avg 9.2 9.2% of 10,352 = 952 Rounded to 950
Female Apprentices Registered in Traditionally Male Trades (TMT) Lead: Corporate Services	The number of female apprentices registered in TMT at year end.	Women are under-represented in the SK apprenticeship system in TMT. This indicator will provide trend information.	The 5 year trend shows small incremental growth.	2009-10 228 2010-11 332 2011-12 355 2012-13 377 2013-14 445 Target set at 475

Measure	Description	Purpose	Methodology	2015-16 Target Explanation
Visible Minority Apprentices Registered Lead: Corporate Services	The number of visible minority apprentices registered at year end.	Visible minorities are under-represented in the SK apprenticeship system compared to the general labour market. This indicator will provide trend information.	The 5 year average percentage of total number of apprentices.	2009-10 2.3 2010-11 2.1 2011-12 1.8 2012-13 1.7 2013-14 1.0 5 yr Avg 1.8 1.8% of 10,352 = 186 Rounded to 250 taking into account the actual number (271) year to date when the plan was approved.
Apprentices with Disabilities Registered Lead: Corporate Services	The number of apprentices that self-identify with a disability, or an assessed learning disability, registered at year end.	Provide trend information regarding the number of registered apprentices with disabilities and learning disabilities.	Previous to 2013-14 information about apprentices with disabilities was tracked for those who self-identified with a disability. On a go forward basis this information will be tracked on a combined basis, both self-identified and those with accommodations.	Target set at 450 based on 2013-14 year end number of 454 and year to date number of 434 when the plan was approved.

Measure	Description	Purpose	Methodology	2015-16 Target Explanation
Sufficient Revenue to Fund Technical Training Lead: Corporate Services	The provincial government grant and tuition fee revenues are sufficient to fund apprentice technical training.	In any given year, only a certain percentage of registered apprentices are ready to attend technical training.	Number of registered apprentices on July 1, 2014, number of seats able to purchase with grant provided, 6,700 divided by 10,352 = 64.7% rounded to 65%	Given the enormous growth in apprentice numbers in the past 7 years, funding has been gradually increased to fund up to the optimal target. This is a progressing target, aimed at moving up from 65% to 70% in the next year.
Share of Non-Government Revenue (%) Lead: Corporate Services	The share of revenue generated from non-government sources such as Client Fees, Interest, etc.	Measures the reliance of the SATCC on government funding to generate revenue.	Non-Gov't Revenue = Client Fees + Industry Contributions + Products and Services + Interest Non-Gov't Revenue Share = (Non-Gov't Revenue/Total Revenue) x 100	Non-Gov't Revenue = $5.610M Total Revenue = $29.016M Non-Gov't Revenue Share = ($5.610M/$29.016M) x 100 = 19.3% Rounded to 19%

Measure	Description	Purpose	Methodology	2015-16 Target Explanation
Unrestricted Surplus (Excess over Minimum) Lead: Corporate Services	The amount of money in the Unrestricted Surplus over and above the minimum 1/12th of administrative operating expenses (not including training that must be held to fund emergencies/potential wind-down.)	Measures the financial liquidity of the organization. It also indicates the ability of the organization to absorb higher costs and/or take on additional projects.	Unrestricted Surplus (Excess over Minimum) = Unrestricted Surplus (End of Year) – Minimum Balance Unrestricted Surplus (End of Year) = Unrestricted Surplus (Beginning of Year) + Annual (Deficit)/Surplus before Amortization + (Increase)/Decrease in AAI Balance + (Increase)/Decrease in SYA Balance – Purchase of Tangible Capital Assets – Acquisition of Prepaid Expense – Inventory Reduction – Other Expected Future Payments (e.g. retroactive Sk. Poly CBA costs to be paid in the future) Minimum Balance = 1/12 x [Total Expenses – Program Contractual Services (i.e. Training Costs)]	This is based on the preliminary 2015-16 Budget presented to the Board. Unrestricted Surplus (Excess over Minimum) = $1,929K - $602K = $1,327K
Annual (Deficit)/Surplus Lead: Corporate Services	The Annual (Deficit)/ Surplus After Amortization measures the change in net assets of the SATCC from its operating activities in one fiscal year.	Within each annual budget, the Board approves an annual deficit or surplus based on the budgeted revenues and expenses for the organization. This measure tracks how well management manages the organization's resources to meet the budget target for the annual deficit or surplus.	Annual (Deficit)/Surplus After Amortization = Total Revenues (TR) – Total Expenses (TE) – Amortization (ATZN)	This is based on the preliminary 2015-16 Budget presented to the Board. TR = $29,016K - TE = $30,121K Def. B4 ATZN = ($1,105K) - ATZN = $147K Def. aft ATZN = ($1,252K)

Measure	Description	Purpose	Methodology	2015-16 Target Explanation
Industry Trade Board Meetings Lead: Apprenticeship	Each designated trade has a Trade Board with equal representation from employers and employees of that Trade. As well, there are subject matter experts who participate on Trade Examining Boards and the Curriculum Development Boards.	Trade boards provide a forum for trade-specific direction and general feedback to the SATCC from industry partners. SATCC staff support the Trade Boards and record minutes of all meetings; the number of meetings is reported.	Dependent on specific industry concerns or developments, trade boards meet at least once per year and then on an as needed basis. 40 Trade Boards are currently active. Nine trades do not have active trade boards. This is due to the trade being low volume or an inactive trade or a trade where technical training is delivered out of province.	2009-10 90 2010-11 126 2011-12 125 2012-13 140 2013-14 127 5 yr Avg 122 Rounded to 125
Employer Consultations Lead: Apprenticeship	The number of visits made to employer work sites at year end.	This is a measure of service standards provided by Field Consultants to SATCC clients, both employers and apprentices.	5 year average of visits conducted.	2009-10 3,621 2010-11 4,890 2011-12 3,953 2012-13 3,876 2013-14 4,354 5 yr Avg 4,139 Rounded to 4,000 In Ops Manual – 3,700 is listed as the performance target for Field Consultants. This target has been consistently exceeded. Based on the 5 year average and the current internal target, 4,000, was chosen as a reasonable target.

Measure	Description	Purpose	Methodology	2015-16 Target Explanation
Harmonization Stakeholder Consultations Lead: Apprenticeship	The National Harmonization effort requires input from provincial and territorial (P/T) stakeholders to come to consensus re: Use of Red Seal Name Use of current National Occupational Analysis Hours (work/training) Levels Sequence of Curriculum	Industry boards (Trade Boards and Curriculum and Examination and Development Boards) provide a forum for content-specific direction and specific feedback to the SATCC and the Harmonization Taskforce. This informs the Canadian Council of Directors of Apprenticeship's (CCDA) Harmonization efforts. SATCC staff supports the Boards and collaborates with national, provincial and territorial partners to consult, develop and validate trade-specific information. Additionally, these meetings may be with training providers to validate provincial curriculum and delivery.	The number of meetings included in this measure is with industry stakeholders only. Meetings with federal government and P/T counterparts are not included. The number of trades and timelines has been proposed by the CCDA. Provinces and territories are expected to participate to meet the following CCDA's strategic goals: 10 Trades harmonized by September 2016 6 additional Trades harmonized by September 2017 6 additional Trades harmonized by September 2018 4 additional trades harmonized by September 2019	Numbers are subject to change based on outcomes of previous trades and progress of individual trade's consultation process. Work started in 14-15 will roll into 15-16. Target set at 17 meetings.

Measure	Description	Purpose	Methodology	2015-16 Target Explanation
Technical Training Seats Fill Ratio Lead: Corporate Services	The SATCC compares the number of technical training seats purchased with the number of technical training seats used by apprentices.	More apprentices are trained.	The fill rate is calculated by the number of technical training seats purchased being divided by the number of seats filled by apprentices. (The number of seats purchased and filled includes the upgraders seats as SATCC pays full price for those seats; the number of seats purchased does not include the number of apprentices who attend technical training outside of Saskatchewan.) The 2013-14 target was set using a 5 year rolling average.	Due to operational changes and a focus on achieving the highest fill rate possible given the human resources available the target is being set at 98%; the optimal target in management's opinion. 2009-10 95.1 2010-11 96.8 2011-12 94.1 2012-13 96.6 2013-14 98.2 5 yr Rolling Avg 96.2
Apprentice Satisfaction with SATCC Lead: Corporate Services	The Apprentice and Employer Satisfaction survey was conducted in 2007, 2010 and 2013. The 2013 survey asked customer and service satisfaction questions for the first time.	To indicate for apprentice satisfaction with SATCC service delivery.	The target is an average of the positive responses to 10 types of service SATCC provides to apprentices.	90% of apprentices indicate a positive response to a list of services provided by the SATCC to apprentices
Employer Satisfaction with SATCC Lead: Corporate Services	The Apprentice and Employer Satisfaction survey was conducted in 2007, 2010 and 2013. The 2013 survey asked customer and service satisfaction questions for the first time.	To indicate employer satisfaction with SATCC service delivery.	The target is an average of the positive responses to 7 types of service SATCC provides to employers.	92% of employers indicate a positive response to a list of services provided by the SATCC to employers

Measure	Description	Purpose	Methodology	2015-16 Target Explanation
SATCC Employee Satisfaction Lead: Communications	The Annual Employee Engagement Survey is an internally generated survey which asks employees a number of questions to measure aspects of their job satisfaction. The results are tabulated and shared with employees. The survey has been administered for the last three years in October of each year.	Measure SATCC staff satisfaction.	The target is an average of the percentage of employees who strongly agree or agree with the following statement: "I find my work fulfilling and I look forward to coming to work each day."	2011-12 76 2012-13 82 2013-14 68 3 yr Avg 75.3 Rounded to 75%

Appendix H:

Definition of Terms Used in This Report

Act and Regulations: *The Apprenticeship and Trade Certification Act 1999* and regulations are the authority under which the program operates.

Apprentice: An individual who is working in a designated trade, has signed a contract of apprenticeship with his or her employer, and is registered with the Apprenticeship and Trade Certification Commission. Note: Apprentices are not students. They are employees in a skilled trade in which they are acquiring skills.

Apprenticeship Training: A system of training that has two main components: workplace training and technical training. The apprentice, the employer or joint training committee, and the Chief Operating Officer sign a contract of apprenticeship. Apprentices learn the knowledge and skills associated with a trade through workplace training which is supervised by a certified journeyperson, combined with technical training. Upon completion of the final level of training, apprentices are eligible to write the journeyperson examination.

Certificate of Completion of Apprenticeship: A certificate issued to an apprentice who has completed the prescribed apprenticeship term for their designated trade; has successfully completed all levels of required technical training; has met all requirements for the Journeyperson Certificate of Qualification; and has submitted a record book to the SATCC in designated trades which require a record book.

Compulsory Apprenticeship: An individual must be an apprentice or a journeyperson to work in the trade. There are four compulsory apprenticeship trades in Saskatchewan: Electrician, Plumber, Refrigeration Mechanic and Sheet Metal Worker.

Designated Trade: An occupation designated under *The Apprenticeship and Trade Certification Act, 1999*. Designation of an occupation means that legislated rules apply; standards, technical training and certification examinations are established.

Interprovincial Standards Red Seal Program (Red Seal): A national certification program that assists workers seeking employment in any province/territory in Canada.

Journeyperson: An individual who has worked at a trade for several years, passed all examinations, and has been issued a Journeyperson Certificate of Qualification from the Saskatchewan Apprenticeship and Trade Certification Commission or other Canadian apprenticeship authority.

Journeyperson Certificate of Qualification: A certificate issued to a person pursuant to Section 29 of *The Apprenticeship and Trade Certification Commission Regulations.*

Learner's Certificate: A certificate in a designated trade issued to an applicant who has met the eligibility requirements set by the SATCC and trade regulations.

Proficiency Certificate: A certificate is issued to reflect an individual's ability in a significant area of their trade.

Red Seal Endorsement (RSE): An acronym to use as an enhancement to a journeyperson's professional title, representing his/her successful achievement of obtaining the Red Seal endorsement in the given Red Seal trade.

Saskatchewan Apprenticeship and Trade Certification Commission (SATCC): SATCC is responsible for administering the programs for apprenticeship training, trade certification, upgrading for non-journeypersons and updating for journeypersons.

Sub-trade: A branch of a designated trade that is recognized for training and certification purposes.

Tradesperson: An individual who is working at one of the non-compulsory designated trades, but is not an apprentice or a journeyperson.

Trade Qualifier: A tradesperson who is not a registered apprentice, but has established eligibility to challenge a certification examination.

Updating: Training designed to enhance the skills of an individual who already holds journeyperson certification.

Upgrading: Training designed to assist a tradesperson in preparing to take a journeyperson examination.

Voluntary Apprenticeship: Workers are encouraged to take apprenticeship training or attain journeyperson certification, but it is not a mandatory requirement to work in the trade.

Work (Workplace) Experience: Also known as "experiential learning." The experience an individual gains on a job site learning the skills and performing the actual tasks involved in the work of the trade/occupation.

Appendix I: Saskatchewan Apprenticeship and Trade Certification Commission Offices

Head Office

Saskatchewan Apprenticeship and Trade Certification Commission
2140 Hamilton Street
Regina SK S4P 2E3
Phone: (306) 787-2444
Fax: (306) 787-5105
Toll-free: 1-877-363-0536
Email: apprenticeship@gov.sk.ca
Website: www.saskapprenticeship.ca

Regional Offices

Apprenticeship and Trade Certification Commission
Estevan Regional Office
#201 - 1302A - 3rd Street
Estevan SK S4A 0S2

Apprenticeship and Trade Certification Commission
Northern Regional Office
Mistasinihk Place, 1328 La Ronge Avenue
Box 5000
La Ronge SK S0J 1L0

Apprenticeship and Trade Certification Commission
Moose Jaw Regional Office
W.G. Davies Building
Room 222, 110 Ominica Street West
Moose Jaw SK S6H 6V2

Apprenticeship and Trade Certification Commission
North Battleford Regional Office
1146 - 102 Street
North Battleford SK S9A 1E9

Apprenticeship and Trade Certification Commission
Prince Albert Regional Office
Box 3003
141 - 15th Street East
Prince Albert SK S6V 6G1

Apprenticeship and Trade Certification Commission
Saskatoon Regional Office
603 - 45th Street West
Saskatoon SK S7L 5W5

Apprenticeship and Trade Certification Commission
Swift Current Regional Office
Room 521.9, 350 Cheadle Street West
Swift Current SK S9H 4G3

Apprenticeship and Trade Certification Commission
Yorkton Regional Office
Room 302, 120 Smith Street East
Yorkton SK S3N 3V3